Manitoba Transportation
and Government Services

Supplementary Information for Legislative Review

2003-2004 Departmental Expenditure Estimates

Manitoba

103-07205/

DEPARTMENT OF TRANSPORTATION AND GOVERNMENT SERVICES AND EMERGENCY EXPENDITURES

SUPPLEMENTARY INFORMATION

FOR LEGISLATIVE REVIEW

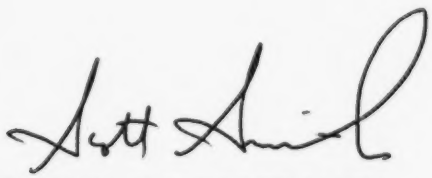
2003-2004 DEPARTMENTAL EXPENDITURE ESTIMATES

PREFACE

This document has been produced by the Department of Transportation and Government Services and Emergency Expenditures as a departmental supplement to its Printed Main Estimates. It is intended to provide background information on the Department which should complement the information already contained in the Printed Main Estimates.

The contents of the supplement are organized into seven parts. The first part provides an overview of the Department of Transportation and Government Services' 2003/2004 budget requirements. The second part provides program and financial information including details of staffing requirements and expenditures. The information in Part Two is organized on the basis of existing main appropriations so that it will provide an easy cross reference to the Printed Main Estimates. Part Three provides a five year historical budget comparison. Part Four includes financial information regarding the capital investment of the Department. Part Five includes program and financial information relating to Special Operating Agencies. Part Six includes an overview of the Emergency Expenditure Fund. A standard glossary of terms is also included at the end of the document in Part Seven.

It is hoped that this additional information will assist members of the Legislative Assembly in their examination of the Expenditure Estimates of the Department of Transportation and Government Services.



HONOURABLE SCOTT SMITH
MINISTER OF TRANSPORTATION
AND GOVERNMENT SERVICES

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PART 1

DEPARTMENTAL OVERVIEW

DEPARTMENT OF TRANSPORTATION AND GOVERNMENT SERVICES

MINISTER

HONOURABLE SCOTT SMITH

TRANSPORTATION

DEPUTY MINISTER

ANDREW T. HOROSKO

VISION

A transportation system that is safe, efficient and supports the sustainable social and economic growth of the Province.

MISSION

To establish and manage provincial highways and northern airports, to regulate and licence users of the highway system, and to facilitate transportation services development.

ROLE

The principal role of Transportation is to provide the citizens of Manitoba with safe, efficient and environmentally compatible transportation systems which contribute to the sustainable economic growth and social well-being of the Province. The overall responsibilities include:

- planning and designing highway systems based on a comprehensive and integrated approach to the economy and environment;
- constructing and maintaining the highway infrastructure to a standard that provides for the safe, efficient and convenient movement of people, goods and services;
- developing and enforcing regulations pertaining to the use of the provincial highway network to achieve travel safety and protection of road infrastructure;
- promoting the safe operation of all types of vehicles on and off the road network through delivery of driver licencing, vehicle registration and safety programs;
- providing residents of northern and remote communities with safe and efficient air and marine services by operating ferries and airstrips in remote communities;
- developing policy options on provincial and inter-jurisdictional transportation issues;
- assisting municipal and local governments to develop and maintain local transportation infrastructure through the provision of grants and other support services; and
- administering transportation-related regulations through appropriate boards and committees.

GOVERNMENT SERVICES

DEPUTY MINISTER

GERRY BEREZUK

VISION

To be the recognized leader in emergency coordination and the provision of facility management and specialized support services to the public sector.

MISSION

To excel in the delivery of:

- Emergency Coordination
- Facility Management
- Procurement and Distribution Services
- Fleet and Air Transportation Services

ROLE

Government Services is charged with providing a wide range of central support services to Cabinet, Treasury Board, all departments and some agencies, boards, corporations, and commissions of the Manitoba Government. The primary responsibilities include:

- providing province-wide emergency coordination and management services;
- planning, design, acquisition/construction, and management of Government property;
- acquisition, supply and management of common commodities and services such as fleet vehicles, procurement, accommodation, inventory management, radio and postal services;
- providing services such as aviation support for air ambulance and forest fire suppression;
- consulting with clients as to their needs and expectations;
- advising Cabinet and Treasury Board in the development of policies, procedures, and standards to provide effective and efficient service; and
- administration of the Emergency Expenditures Fund, Vote 27-1.

SCHEDULE 1

STATUTORY RESPONSIBILITIES OF THE MINISTER OF TRANSPORTATION AND GOVERNMENT SERVICES

Transportation

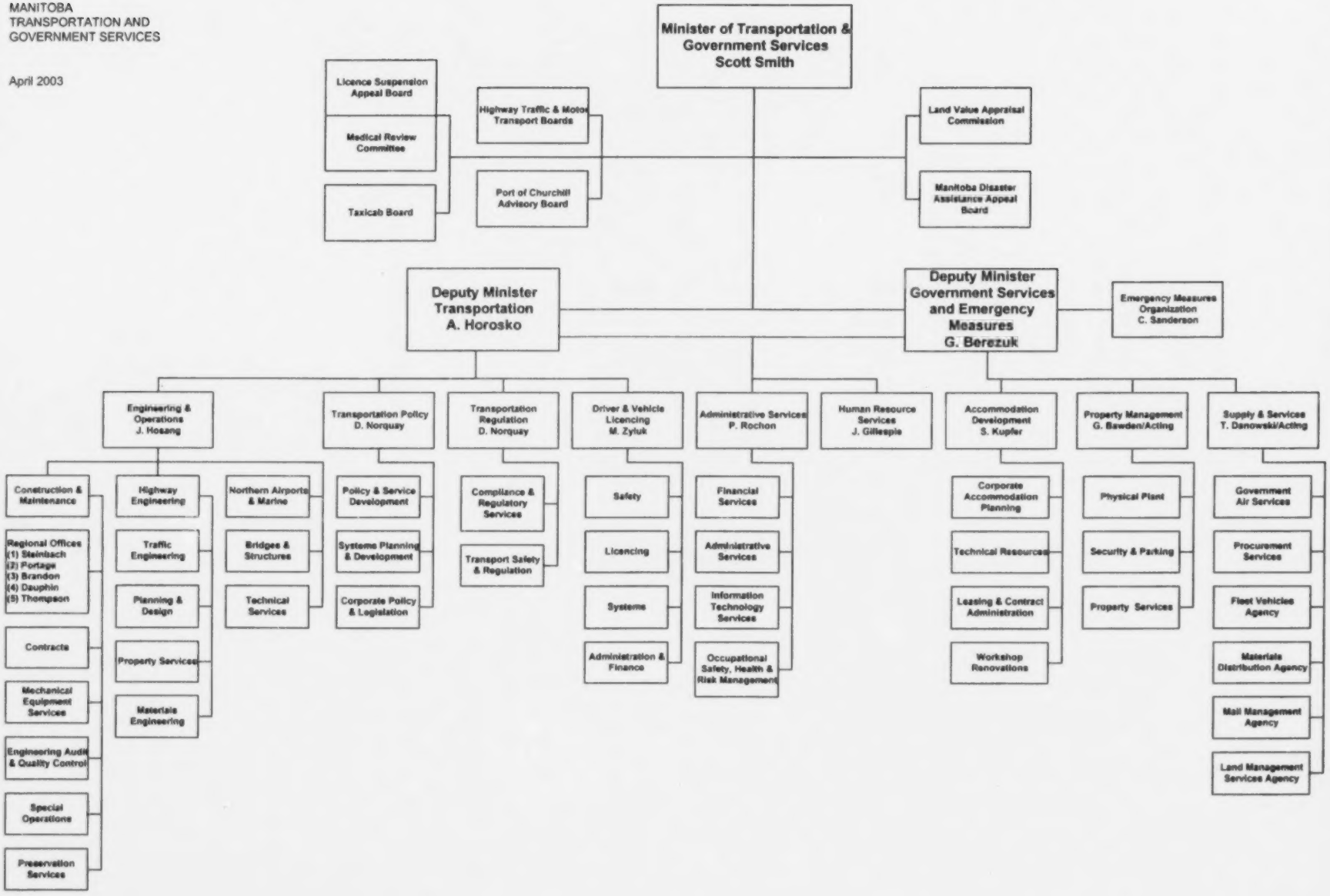
H40	The Highways and Transportation Act
H50	The Highways Protection Act
H60	The Highway Traffic Act
H65	The Highways and Transportation Construction Contracts Disbursement Act
O31	The Off-Road Vehicles Act
T10	The Taxicab Act
T140	The Trans-Canada Highway Act

Government Services

E80	The Emergency Measure Act
E85	The Emergency 911 Public Safety Answering Point Act
G70	The Government Air Services Act
G80	The Government House Act
G90	The Government Purchases Act
L40	The Land Acquisition Act
P300	The Public Works Act

MANITOBA
TRANSPORTATION AND
GOVERNMENT SERVICES

April 2003



SCHEDULE 3

DEPARTMENT OF TRANSPORTATION AND GOVERNMENT SERVICES
SUMMARY OF PROGRAMS

	ESTIMATES OF EXPENDITURE 2003/04 $(000s)	CHANGE FROM 2002/03 %	ESTIMATES OF EXPENDITURE 2002/03 $(000s)*
1. Administration and Finance	**9,315.0**	1.6	9,170.0
2. Highways and Transportation Programs	**65,478.6**	1.2	64,723.7
3. Government Services Programs	**36,435.9**	3.6	35,160.6
4. Emergency Measures Organization	**1,580.8**	0.5	1,572.9
5. Infrastructure Works	**202,377.9**	1.8	198,722.0
6. Amortization and Other Costs Related to Capital Assets	**25,879.7**	8.1	23,943.0
TOTAL APPROPRIATIONS FOR TRANSPORTATION AND GOVERNMENT SERVICES	**341,067.9**	2.3	333,292.2

Summary of Expenditure Appropriations

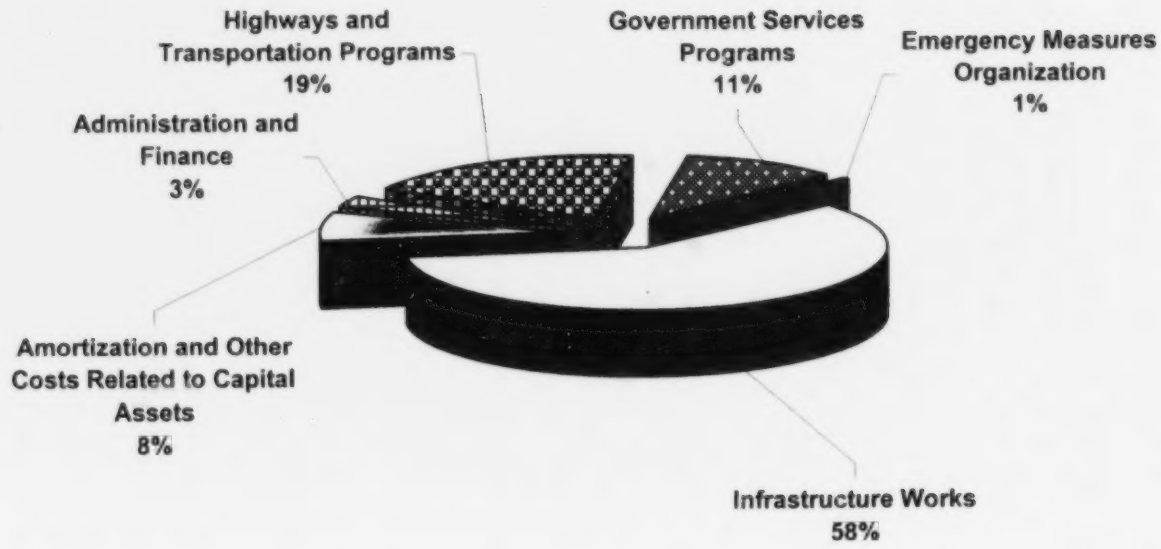
Operating Expenditures	**197,933.0**	3.2	191,796.5
Capital Grants	**1,450.0**	(9.4)	1,600.0
Infrastructure	**128,922.4**	0.8	127,872.0
Amortization	**12,762.5**	6.1	12,023.7
TOTAL APPROPRIATIONS FOR TRANSPORTATION AND GOVERNMENT SERVICES	**341,067.9**	2.3	333,292.2

*Reconciliation Statement - $(000s)

Printed Estimates of Expenditure 2002/03	341,156.8
Transfer of functions from:	
- Finance	61.0
Transfer of functions to:	
- Energy, Science and Technology	(4,739.3)
- Finance	(389.6)
Allocation of funds to:	
- Energy, Science and Technology	(2,796.7)
Estimates of Expenditure 2002/03 (Adjusted)	333,292.2

Percentage Distribution of Expenditures by Division

Chart 1


Highways and Transportation Programs 19%
Government Services Programs 11%
Emergency Measures Organization 1%
Administration and Finance 3%
Amortization and Other Costs Related to Capital Assets 8%
Infrastructure Works 58%

SCHEDULE 4

DEPARTMENT OF TRANSPORTATION AND GOVERNMENT SERVICES
EXPENDITURE SUMMARY
BY SALARY, OPERATING, RECOVERIES, GRANTS, AMORTIZATION AND INTEREST

ELEMENT	ESTIMATES OF EXPENDITURE 2003/04 $(000'S)	ESTIMATES OF EXPENDITURE 2002/03 $(000'S)
Salaries & Employee Benefits (Details on Schedule 5)	**130,551.0**	130,077.6
OPERATING EXPENDITURES	**102,835.1**	97,760.0
(Less Recoverable from Other Appropriations)	**(102,963.7)**	(99,226.4)
GRANTS	**941.1**	941.1
INFRASTRUCTURE WORKS (LESS Salaries & Recoveries)	**184,199.1**	180,171.3
AMORTIZATION EXPENSE	**14,929.4**	14,069.8
(Less Recoverable from Other Appropriations)	**(2,166.9)**	(2,046.1)
INTEREST EXPENSE	**12,742.8**	11,544.9
TOTAL	**341,067.9**	333,292.2

SCHEDULE 5

DEPARTMENT OF TRANSPORTATION AND GOVERNMENT SERVICES
FULL-TIME EQUIVALENT SUMMARY BY APPROPRIATION

NO.	APP. NO.	DIVISION/BRANCH	ESTIMATES OF EXPENDITURE 2003/04 $(000'S) FTE	ESTIMATES OF EXPENDITURE 2003/04 $(000'S) SALARIES*	ESTIMATES OF EXPENDITURE 2002/03 $(000'S) FTE	ESTIMATES OF EXPENDITURE 2002/03 $(000'S) SALARIES
15.1	15-1	Administration and Finance				
	(a)	Minister's Salary	**1.00**	**29.0**	1.00	28.4
	(b)	Executive Support	**12.00**	**799.3**	12.00	796.9
	(c)	Administrative Services	**11.00**	**602.5**	11.00	601.3
	(d)	Financial Services	**23.00**	**1,186.0**	23.00	1,179.1
	(e)	Human Resource Services	**26.75**	**1,447.4**	26.75	1,444.0
	(f)	Information Technology Services	**40.00**	**2,744.7**	40.00	2,693.8
	(g)	Occupational Safety, Health and Risk Management	**7.00**	**375.0**	7.00	361.2
	(h)	Lieutenant Governor's Office	**3.50**	**166.4**	3.00	148.5
		TOTAL	**124.25**	**7,350.3**	123.75	7,253.2
15.2	15-2	Highways and Transportation Programs				
	(a)	Management Services	**10.00**	**650.8**	10.00	648.6
	(b)	Operations and Contracts	**44.50**	**2,331.0**	44.50	2,287.2
	(c)	Bridges and Structures	**37.00**	**2,403.8**	37.00	2,354.8
	(d)	Transportation Safety and Regulatory Services	**74.31**	**3,574.1**	74.31	3,528.4
	(e)	Regional Offices				
		(1) Eastern Region	**50.00**	**2,631.2**	50.00	2,590.2
		(2) South Central Region	**47.00**	**2,436.0**	47.00	2,404.8
		(3) South Western Region	**45.00**	**2,382.5**	45.00	2,363.9
		(4) West Central Region	**37.00**	**1,937.1**	37.00	1,911.0
		(5) Northern Region	**30.00**	**1,804.6**	30.00	1,788.2
	(f)	Other Jurisdictions	**14.00**	**605.8**	14.00	592.7
	(g)	Planning and Design	**29.00**	**1,698.7**	29.00	1,648.4
	(h)	Northern Airports & Marine Services	**77.73**	**4,008.5**	77.73	3,877.7
	(j)	Materials Engineering	**38.00**	**2,103.9**	38.00	2,077.2
	(k)	Traffic Engineering	**16.00**	**914.2**	16.00	875.2
	(m)	Policy, Planning and Development	**28.50**	**1,831.1**	28.50	1,803.4
	(n)	Driver and Vehicle Licencing	**296.65**	**13,138.8**	300.65	13,076.1

SCHEDULE 5

DEPARTMENT OF TRANSPORTATION AND GOVERNMENT SERVICES
FULL-TIME EQUIVALENT SUMMARY BY APPROPRIATION

NO.	APP. NO.	DIVISION/BRANCH	ESTIMATES OF EXPENDITURE 2003/04 $(000'S) FTE	ESTIMATES OF EXPENDITURE 2003/04 $(000'S) SALARIES*	ESTIMATES OF EXPENDITURE 2002/03 $(000'S) FTE	ESTIMATES OF EXPENDITURE 2002/03 $(000'S) SALARIES
	(p)	Boards and Committees				
		(1) Motor Transport and Highway Traffic Boards	**4.00**	**306.1**	4.00	266.4
		(2) Licence Suspension Appeal Board And Medical Review Committee	**3.00**	**240.7**	3.00	233.4
		(3) Taxicab Board	**9.00**	**447.3**	9.00	393.8
		TOTAL	**890.69**	**45,446.2**	894.69	44,721.4
15.3	15-3	Government Services Programs				
	(a)	Accommodation Development	**44.38**	**1,724.5**	44.38	1,654.2
	(b)	Workshop/Renovations	**46.60**	**2,243.3**	46.60	2,186.2
	(c)	Physical Plant	**355.09**	**15,738.5**	355.09	15,660.7
	(e)	Property Services	**11.00**	**554.0**	11.00	547.1
	(f)	Security and Parking	**96.79**	**3,716.7**	96.79	3,688.0
	(j)	Procurement Services	**37.60**	**1,948.2**	37.60	1,929.1
	(k)	Government Air Services	**78.00**	**5,445.6**	78.00	5,263.0
	(M)	Radio Services			9.00	431.7
		TOTAL	**669.46**	**31,370.8**	678.46	31,360.0
15.4	15-4	Emergency Measures Organization				
	(a)	Emergency Measures Organization	**19.00**	**1,072.1**	19.00	1,059.5
15.5	15-5	Infrastructure Works				
	(a)	Maintenance Program	**659.27**	**22,292.7**	659.27	22,664.6
	(b)	Mechanical Equipment Services	**196.50**	**6,469.8**	196.50	6,469.8
	(c)	Construction and Upgrading of Provincial Trunk Highways, Provincial Roads and Related Projects	**329.75**	**15,667.0**	329.75	15,667.0
	(e)	Work in Municipalities, LGD's and Unorganized Territory	**25.00**	**882.1**	25.00	882.1
		TOTAL	**1,210.52**	**45,311.6**	1,210.52	45,683.5
		TOTAL FOR DEPARTMENT OF TRANSPORTATION AND GOVERNMENT SERVICES	**2,913.92**	**130,551.0**	2,926.42	130,077.6

*All salary figures, with the exception of the Minister's, include employee benefits as defined in the glossary.

DEPARTMENT OF TRANSPORTATION AND GOVERNMENT SERVICES
FULL-TIME EQUIVALENT SUMMARY 2003/2004
BY STAFF CATEGORY

Categories	Division											
	Administration and Finance		Highways and Transportation Programs		Government Services Programs		Emergency Measures Organization		Infrastructure Works		TOTAL	
	FTE	$	FTE	$	FTE	$	FTE	$	FTE	$	FTE	$
Managerial	10.00	777.2	33.00	2,593.3	19.00	1,368.5	2.00	149.6	1.00	68.4	**65.00**	**4,957.0**
Professional/ Technical	58.00	3,604.4	476.23	25,074.6	579.86	25,186.5	-	-	1,176.52	41,400.0	**2,290.61**	**95,265.5**
Administrative Support	56.25	2,390.8	381.46	14,821.4	70.60	2,993.5	17.00	862.8	33.00	1,285.1	**558.31**	**22,353.6**
Board Members		-		190.6		-		-		-		**190.6**
TOTAL	**124.25**	**6,772.4**	**890.69**	**42,679.9**	**669.46**	**29,548.5**	**19.00**	**1,012.4**	**1,210.52**	**42,753.5**	**2,913.92**	**122,766.7**

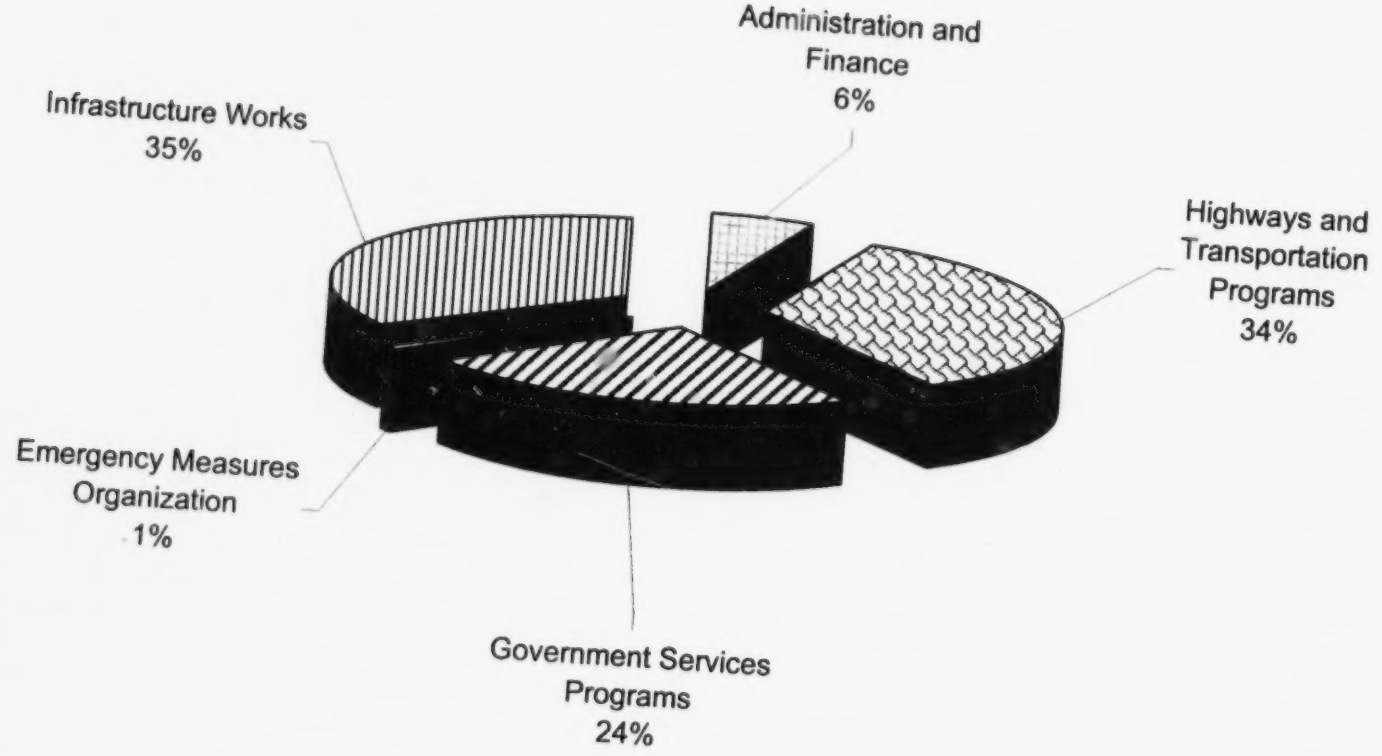
EXPLANATION:

1. Fractions of full-time equivalent represent weeks of employment. For example: 0.50 FTE means 26 weeks of employment.

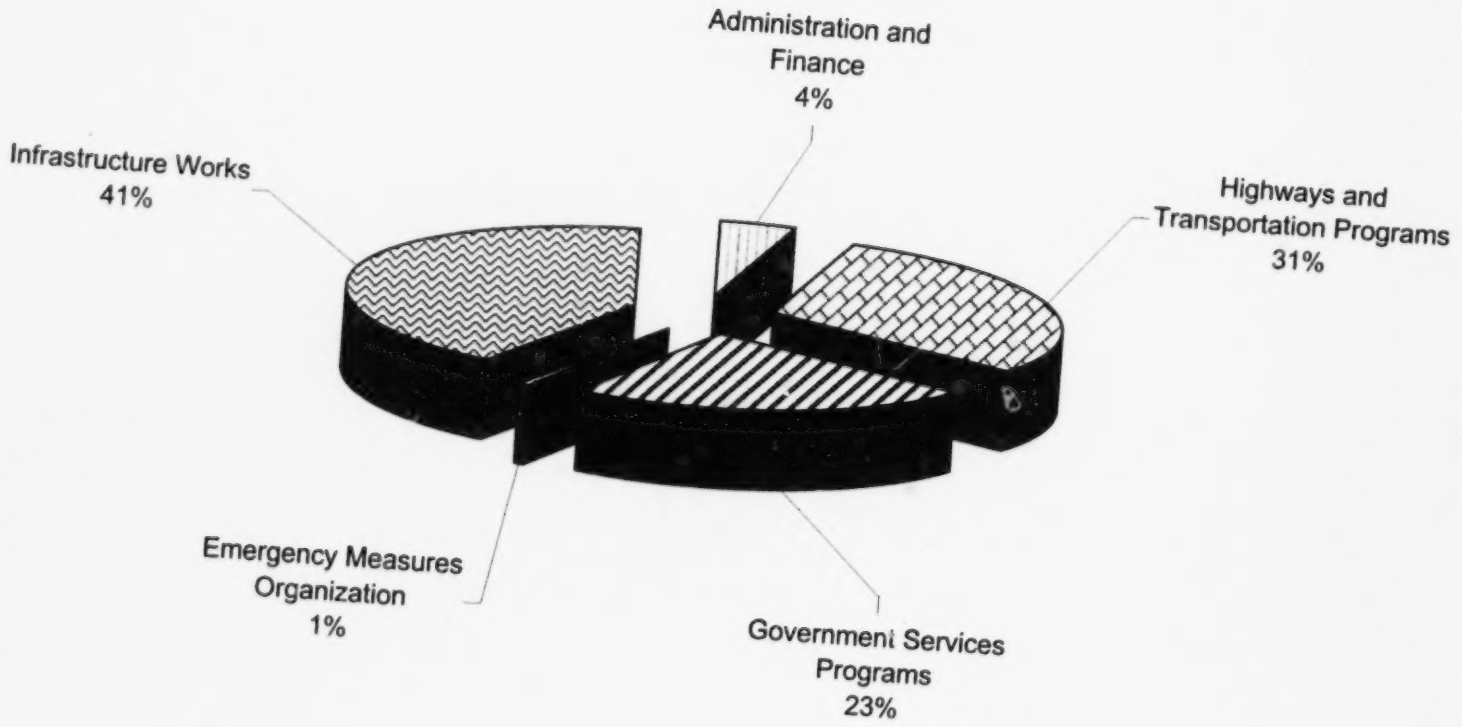
2. Reconciliation of Salary Amounts

Total Salary Costs per above	122,766.7
Employee Benefits	11,645.6
Allowance for Staff Turnover	(3,861.3)
Net Salary Costs per Schedule 5	130,551.0

Percentage Distribution of Salaries
Chart 2


Administration and Finance 6%
Infrastructure Works 35%
Highways and Transportation Programs 34%
Emergency Measures Organization 1%
Government Services Programs 24%

Percentage Distribution of Full Time Equivalents
Chart 3



PART 2

PROGRAM AND FINANCIAL INFORMATION

Resolution No .	Approp No.	Transportation and Government Services (15) Details of Appropriation	**Estimates of Expenditure 2003/04 $(000's)**	Estimates of Expenditure 2002/03 $(000's)
15.1	1.	ADMINISTRATION AND FINANCE	**9,315.0**	9,170.0
		• Coordinates the departmental administration and planning process, policies and programs, manages the communication and planning programs and provides for the departmental occupational safety and health and risk management programs.		
		• Develops and administers corporate financial policy and oversight, provides centralized accounting services, financial planning and review services and financial reporting services, administers the accommodation cost recovery program.		
		• Provides human resource management services in the areas of training, career counselling, resource planning, job classification, labour relations, staffing and payroll and benefits administration.		
		• Coordinates information systems activities within the department to ensure appropriate deployment of related resources in addressing management information needs.		
		• Provides administrative oversight and pays the indemnities for the Highway Traffic & Motor Transport Board, the Taxicab Board, the License Suspension Appeal Board, the Land Value Appraisal Commission and the Port of Churchill Advisory Board.		
		a) Minister's Salary	**29.0**	28.4
		b) Executive Support	**922.6**	922.2
		c) Administrative Services	**829.0**	823.8
		d) Financial Services	**1,568.8**	1,556.7
		e) Human Resource Services	**1,660.8**	1,648.3
		f) Information Technology Services	**3,546.9**	3,469.7
		g) Occupational Safety, Health and Risk Management	**453.9**	438.8
		h) Lieutenant Governor's Office	**276.6**	254.7
		j) Land Value Appraisal Commission	**27.4**	27.4
			9,315.0	9,170.0

SUB-APPROPRIATION 15-1A

MINISTER'S SALARY

Provides for the additional compensation to which an individual appointed to the Executive Council is entitled.

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**1.00**	**29.0**	1.00	28.4

SUB-APPROPRIATION 15-1B

EXECUTIVE SUPPORT

OBJECTIVES:

To provide executive management direction and monitoring for the Department.

To provide administrative support for the Minister and Deputy Ministers.

ACTIVITY IDENTIFICATION:

Advises the Minister on all aspects of policy affecting the Department.

Coordinates and manages the activities of the Department.

Provides administrative support for the offices of the Minister and Deputy Ministers.

EXPECTED RESULTS:

The development of departmental policy positions.

The management of departmental activities and projects.

The delivery of administrative services to the offices of the Minister and Deputy Ministers.

SUB-APPROPRIATION 15-1B

EXECUTIVE SUPPORT

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	**$(000's)**	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**2.00**	**240.7**	2.00	240.7
Professional/Technical	**2.00**	**107.3**	2.00	107.3
Administrative Support	**8.00**	**367.7**	8.00	365.3
Employee Benefits	**-**	**93.4**	-	93.4
	12.00	**809.1**	12.00	806.7
Less: Allowance for Staff Turnover	**-**	**(9.8)**	-	(9.8)
Total Salaries & Employee Benefits	**12.00**	**799.3**	12.00	796.9
OTHER EXPENDITURES				
Transportation		**50.5**		50.5
Communication		**23.7**		25.7
Supplies and Services		**26.6**		26.6
Other Operating		**22.5**		22.5
Total Other Expenditures		**123.3**		125.3
TOTAL SUB-APPROPRIATION		**922.6**		922.2

SUB-APPROPRIATION 15-1C

ADMINISTRATIVE SERVICES

OBJECTIVES:

To develop, monitor and evaluate management policies, systems and procedures.

To meet the needs of internal clients for planning, administrative and project services.

ACTIVITY IDENTIFICATION:

Provide corporate management direction through the Office of the Assistant Deputy Minister, Administration and Finance.

Provide internal client services in the following areas:

Coordinate annual departmental planning activities, as well as integrating performance measurement activities.

Provide internal and external communication services and support, prepare communication items such as the department newsletter, speaking notes and coordinated responses to information requests.

Manage the development and coordination of the department's major information documents and records, including annual plans, briefing books and accomplishment reports.

Lead the development of administrative policies and procedures as required, and provide specialized administrative services such as FIPPA management.

Provide project management services (facilitation, coordination, report preparation).

EXPECTED RESULTS:

Provision of effective and timely executive direction and support that enables the appropriate utilization and management of department resources.

Provision of services that internal clients agree are functional, relevant and of assistance in meeting their own objectives and requirements.

Completion of the annual planning process resulting in a current departmental record of budget, operations and information technology plans.

SUB-APPROPRIATION 15-1C

ADMINISTRATIVE SERVICES

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**2.00**	**159.4**	2.00	152.4
Professional/Technical	**1.00**	**60.0**	1.00	60.0
Administrative Support	**8.00**	**333.3**	8.00	331.1
Employee Benefits	-	**61.8**	-	59.8
	11.00	**614.5**	11.00	603.3
Less: Allowance for Staff Turnover	-	**(12.0)**	-	(2.0)
Total Salaries & Employee Benefits	**11.00**	**602.5**	11.00	601.3
OTHER EXPENDITURES				
Transportation		**9.3**		9.3
Communication		**66.7**		67.6
Supplies and Services		**126.3**		126.3
Other Operating		**24.2**		19.3
Total Other Expenditures		**226.5**		222.5
TOTAL SUB-APPROPRIATION		**829.0**		823.8

SUB-APPROPRIATION 15-1D

FINANCIAL SERVICES

OBJECTIVES:

To maintain an active comptrollership function by ensuring that financial and administrative policies, services and reporting systems are both developed and administered to effectively meet management and internal requirements.

To provide central financial management services in accordance with governing legislation and to establish financial administration policies and procedures.

ACTIVITY IDENTIFICATION:

Plans, organizes and evaluates departmental financial administration and management activities comprising comprehensive budget estimates planning and support services, financial forecasting and reporting, processing receipts and disbursements, appropriation control, asset accounting and provision of functional direction on financial and administrative policies and procedures and practices to divisional staff.

Maintains key activities essential to fulfilling requirements under the Financial Administration Act, The Appropriations Act(s), Treasury Board directives and central government and departmental policies.

Manages an Accommodation Cost recovery system that allocates charges to all tenants that occupy owned or leased office and warehouse space.

EXPECTED RESULTS:

Provision of an active comptrollership function, ensuring that financial and administrative matters are handled effectively and efficiently, while complying with government policies and procedures.

Development and distribution of the Department's main estimates.

Improvement of fiscal management, accountability and control over departmental resources through enhancement of program and management reporting, and provision of timely and accurate decision making information to the departmental executive.

Provision of comprehensive and timely reports relative to departmental expenditures and revenues.

Delivery of an accommodation cost recovery process including establishing and amending relative policies and administrative procedures.

SUB-APPROPRIATION 15-1D

FINANCIAL SERVICES

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	**$(000's)**	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**1.00**	**79.2**	1.00	79.2
Professional/Technical	**9.00**	**497.8**	9.00	497.8
Administrative Support	**13.00**	**518.6**	13.00	501.7
Employee Benefits	-	**120.4**	-	120.4
	23.00	**1,216.0**	23.00	1,199.1
Less: Allowance for Staff Turnover	-	**(30.0)**	-	(20.0)
Total Salaries & Employee Benefits	**23.00**	**1,186.0**	23.00	1,179.1
OTHER EXPENDITURES				
Transportation		**13.0**		13.0
Communication		**53.4**		56.5
Supplies and Services		**246.7**		246.7
Other Operating		**69.7**		61.4
Total Other Expenditures		**382.8**		377.6
TOTAL SUB-APPROPRIATION		**1,568.8**		1,556.7

SUB-APPROPRIATION 15-1E

HUMAN RESOURCE SERVICES

OBJECTIVES:

To effectively meet the human resource needs of the total Department through the provision of comprehensive personnel programs, payroll services, benefits administration and employee information and training systems.

ACTIVITY IDENTIFICATION:

Provides professional expertise to the department in the areas of human resource planning, training and development, recruitment and selection, classification, labour relations, employee relations, and pay and benefits documentation and administration.

Represents the department in all human resource dealings with central/external agencies.

Coordinates and integrates departmental Employment Equity program.

EXPECTED RESULTS:

To recruit qualified staff to employment opportunities using current assessment techniques that accurately match position and applicant knowledge, skills and abilities.

To classify new and changed positions under delegated and non-delegated authority to reflect appropriate and consistent classification within the department and throughout government.

To promote an employee relations environment that encourages early intervention and appropriate resolution of workplace issues.

To deliver payroll and benefit services to staff.

To develop and deliver in-house training programs and educational assistance programs to enhance the knowledge, skills and abilities of individuals; the corporate culture of the department and the sustainability of the employment of department employees.

To provide Employment Equity Strategies to enhance the retention of designated group employees.

SUB-APPROPRIATION 15-1E

HUMAN RESOURCE SERVICES

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**1.00**	**74.5**	1.00	74.5
Professional/Technical	**13.00**	**689.3**	13.00	687.5
Administrative Support	**12.75**	**571.7**	12.75	553.8
Employee Benefits	-	**144.9**	-	140.7
	26.75	**1,480.4**	26.75	1,456.5
Less: Allowance for Staff Turnover	-	**(33.0)**	-	(12.5)
Total Salaries & Employee Benefits	**26.75**	**1,447.4**	26.75	1,444.0
OTHER EXPENDITURES				
Transportation		**15.0**		15.0
Communication		**24.7**		30.0
Supplies and Services		**105.0**		105.0
Other Operating		**68.7**		54.3
Total Other Expenditures		**213.4**		204.3
TOTAL SUB-APPROPRIATION		**1,660.8**		1,648.3

SUB-APPROPRIATION 15-1F

INFORMATION TECHNOLOGY SERVICES

OBJECTIVES:

To evaluate, develop, implement, maintain, monitor, and operate automated and related manual information exchange and processing systems that meet the Department's needs in both the short-term and long-term.

ACTIVITY IDENTIFICATION:

Prepare department information technology system plans.

Provide consultative services to senior management.

Conduct business process analysis and recommends changes or improvements as appropriate.

Design, acquire, develop, implement, deploy and maintain all automated information systems and equipment in the Department.

Provide centralized computer operations.

Provide policy direction, training and operational support to staff in the area of information systems management.

Provide data security, business resumption support, and general security awareness as it applies to information technology within the Department and within the Government.

EXPECTED RESULTS:

The development of departmental plans for use of information technology in support of business requirements.

The evaluation, development, implementation and maintenance of effective automated systems and facilities.

The delivery of effective automation support functions.

SUB-APPROPRIATION 15-1F

INFORMATION TECHNOLOGY SERVICES

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**1.00**	**81.9**	1.00	81.9
Professional/Technical	**33.00**	**2,250.0**	33.00	2,159.0
Administrative Support	**6.00**	**219.8**	6.00	220.4
Employee Benefits	**-**	**278.0**	-	263.1
	40.00	**2,829.7**	40.00	2,724.4
Less: Allowance for Staff Turnover	**-**	**(85.0)**	-	(30.6)
Total Salaries & Employee Benefits	**40.00**	**2,744.7**	40.00	2,693.8
OTHER EXPENDITURES				
Transportation		**10.5**		10.5
Communication		**20.5**		28.0
Supplies and Services		**336.2**		336.2
Other Operating		**435.0**		401.2
Total Other Expenditures		**802.2**		775.9
TOTAL SUB-APPROPRIATION		**3,546.9**		3,469.7

SUB-APPROPRIATION 15-1G

OCCUPATIONAL SAFETY, HEALTH AND RISK MANAGEMENT

OBJECTIVES:

Management of risks to the department and the safety, health and well being of employees, visitors and the public arising out of the work activities performed by or on behalf of the Department.

ACTIVITY IDENTIFICATION:

Maintain existing occupational safety, health and risk management programs and support services. Major programs include; Fleet and Equipment Operator Safety, Health and Wellness, First Aid/CPR, WCB Claims Management and Risk Management Activities, such as Managing Contract Employer Safety, Risk Assessments and Managing Violence in the Workplace.

Continuing the integration of occupational safety, health and risk management programs within the new amalgamated department.

Evaluation of existing Program to ensure full compliance with the requirements of Bill 27, The Safer Workplaces Act and implementation of required training.

EXPECTED RESULTS:

Management of occupational safety and health risks and related losses.

Successful integration of safety, health and risk management programs within the amalgamated department.

Compliance with amended Workplace Safety and Health Act W210.

SUB-APPROPRIATION 15-1G

OCCUPATIONAL SAFETY, HEALTH AND RISK MANAGEMENT

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**1.00**	**52.4**	1.00	52.4
Administrative Support	**6.00**	**287.7**	6.00	281.5
Employee Benefits	**-**	**36.9**	-	29.3
	7.00	**377.0**	7.00	363.2
Less: Allowance for Staff Turnover	**-**	**(2.0)**	-	(2.0)
Total Salaries & Employee Benefits	**7.00**	**375.0**	7.00	361.2
OTHER EXPENDITURES				
Transportation		**15.5**		15.5
Communication		**4.5**		5.7
Supplies and Services		**25.6**		25.6
Other Operating		**33.3**		30.8
Total Other Expenditures		**78.9**		77.6
TOTAL SUB-APPROPRIATION		**453.9**		438.8

SUB-APPROPRIATION 15-1H

LIEUTENANT GOVERNOR'S OFFICE

OBJECTIVES:

To provide support staff and related expenditures for operations of the Office of the Lieutenant Governor.

ACTIVITY IDENTIFICATION:

The Lieutenant Governor summons and prorogues the Legislative Assembly, gives Royal Assent to Legislation and approves Orders-in-Council.

The Administration appropriation provides staff, office operating expenses, incidental and domestic allowances to enable the Lieutenant Governor to fulfill the official duties and functions of the position.

EXPECTED RESULTS:

The delivery of administrative services to the Office of the Lieutenant Governor.

SUB-APPROPRIATION 15-1H

LIEUTENANT GOVERNOR'S OFFICE

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**1.00**	**60.1**	1.00	60.1
Administrative Support	**2.50**	**92.0**	2.00	74.1
Employee Benefits	**-**	**16.4**	-	16.4
	3.50	**168.5**	3.00	150.6
Less: Allowance for Staff Turnover	**-**	**(2.1)**	-	(2.1)
Total Salaries & Employee Benefits	**3.50** [1]	**166.4**	3.00	148.5
OTHER EXPENDITURES				
Transportation		**19.2**		19.2
Communication		**13.6**		12.6
Supplies and Services		**48.2**		48.2
Other Operating		**29.2**		26.2
Total Other Expenditures		**110.2**		106.2
TOTAL SUB-APPROPRIATION		**276.6**		254.7

Explanation:

1. To provide additional administrative support to the Lieutenant Governor's Office.

SUB-APPROPRIATION 15-1J

LAND VALUE APPRAISAL COMMISSION

OBJECTIVES:

To act as an independent group to review government land purchases and expropriations in accordance with the Land Acquisition Act and the Expropriation Act.

ACTIVITY IDENTIFICATION:

Determines and certifies due compensation for the acquisition of land by any designated authority with the power of purchase or expropriation.

Provides "Reasons" with respect to decisions involving contentious matters for publishing in the Canada Law Book - "Land Compensation Reports".

Reviews land transfer agreements handled by Land management Services with values in excess of predetermined amounts in an administrative rather than adjudicatory role.

EXPECTED RESULTS:

Issuance of certificates within 14 days of a hearing including fair market value and award of due compensation for any losses, damages and costs incurred.

Public hearings within 2 weeks after receipt of a request involving an agreement and within 8 weeks for a non-agreement.

SUB-APPROPRIATION 15-1J

LAND VALUE APPRAISAL COMMISSION

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	$(000's)	FTE	$(000's)
Total Other Expenditures		**27.4**		27.4
TOTAL SUB-APPROPRIATION		**27.4**		27.4

Resolution No.	Approp No.	Transportation and Government Services (15) Details of Appropriation	**Estimates of Expenditure 2003/04 $(000's)**	Estimates of Expenditure 2002/03 $(000's)
15.2	2.	HIGHWAYS AND TRANSPORTATION PROGRAMS	**65,478.6**	64,723.7

- Provides central management services and specialized functional support in contract administration, bridge design and engineering to the Department's construction, maintenance, winter roads and municipal assistance programs.
- Provides for safe movement of vehicular traffic on Manitoba Highways by the enforcement of safety regulations.
- Provides program management, planning and highway design to support the development of the primary and secondary roads system.
- Provides for the operation and maintenance of provincial airports and ferries in Northern Manitoba.
- Provides technical services in materials engineering activities and traffic engineering.
- Provides policy advice, planning, research and co-ordination for all modes of freight and passenger activity. Provides federal/provincial, inter-provincial and industry liaison.
- Administers programs for the licencing of drivers and vehicles and collects revenues provided for in The Highway Traffic Act.
- Regulates motor carriers, administers The Highway Protection, Highway Traffic and Off-Road Vehicles Acts; provides an appeal procedure for citizens whose driving privileges have been suspended; regulates taxicab, limousine and handivan licencing within the City of Winnipeg.

Resolution No.	Approp No.	Transportation and Government Services (15) Details of Appropriation	Estimates of Expenditure 2003/04 $(000's)	Estimates of Expenditure 2002/03 $(000's)
15.2	2.	HIGHWAYS AND TRANSPORTATION PROGRAMS	**65,478.6**	64,723.7
		a) Management Services	**724.0**	723.7
		b) Operations and Contracts	**2,915.6**	2,840.2
		c) Bridges and Structures	**2,564.8**	2,683.2
		d) Transportation Safety and Regulatory Services	**4,467.1**	4,396.9
		e) Regional Offices		
		1) Eastern Region Office	**3,173.7**	3,158.7
		2) South Central Region Office	**3,071.0**	3,050.6
		3) South Western Region Office	**2,901.0**	2,906.9
		4) West Central Region Office	**2,383.4**	2,368.8
		5) Northern Region Office	**2,335.2**	2,325.1
		6) Less: Recoverable from other appropriations	**(1,252.8)**	
		f) Other Jurisdictions	**1,232.3**	1,219.2
		g) Planning and Design	**2,138.2**	2,081.9
		h) Northern Airports and Marine Services	**6,693.8**	6,497.5
		j) Materials Engineering	**1,603.1**	1,554.0
		k) Traffic Engineering	**1,098.2**	1,110.9
		m) Policy, Planning and Development	**3,498.3**	2,460.9
		n) Driver and Vehicle Licencing	**24,543.6**	24,069.6
		p) Boards and Committees		
		1) Motor Transport and Highway Traffic Boards	**491.1**	445.3
		2) Licence Suspension Appeal Board and Medical Review Committee	**327.5**	317.2
		3) Taxicab Board	**544.5**	488.1
		4) Port of Churchill Advisory Board	**25.0**	25.0
			65,478.6	64,723.7

SUB-APPROPRIATION 15-2A

MANAGEMENT SERVICES

OBJECTIVES:

To provide management direction to the Engineering and Operations Division.

To ensure the effective and efficient delivery of road and airfield construction, maintenance and municipal assistance programs throughout the province.

To operate and maintain the ferry service.

To establish effective environmental standards for use of resources and materials.

ACTIVITY IDENTIFICATION:

Provides management of the Department's road construction, maintenance and municipal assistance programs delivered through the five regions.

Provides management of the Department's provincial airport system and marine operations.

Provides administrative support to Branch managers.

Monitors effectiveness of standards, services and facilities within the jurisdiction of the Division.

EXPECTED RESULTS:

Adherence to prescribed standards, specifications, procedures and budgetary considerations.

Effective delivery of the road and airfield construction, and maintenance programs in all regions of the Province to allow safe, efficient and convenient movement of people and goods.

Effective delivery of ferry service throughout the Province.

Elimination or minimization of adverse environmental impacts through province-wide conformance with program standards respecting resource conservation, waste management, and safe handling and storage of materials and chemicals.

SUB-APPROPRIATION 15-2A

MANAGEMENT SERVICES

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**3.00**	**268.6**	3.00	268.6
Professional/Technical	**1.00**	**58.4**	1.00	58.4
Administrative Support	**6.00**	**268.3**	6.00	262.3
Employee Benefits	**-**	**65.5**	-	59.3
	10.00	**660.8**	10.00	648.6
Less: Allowance for Staff Turnover	**-**	**(10.0)**	-	-
Total Salaries & Employee Benefits	**10.00**	**650.8**	10.00	648.6
OTHER EXPENDITURES				
Transportation		**20.3**		20.3
Communication		**8.2**		9.7
Supplies and Services		**11.1**		11.1
Other Operating		**33.6**		34.0
Total Other Expenditures		**73.2**		75.1
TOTAL SUB-APPROPRIATION		**724.0**		723.7

SUB-APPROPRIATION 15-2B

OPERATIONS AND CONTRACTS

OBJECTIVES:

To ensure the timely preparation, advertising, awarding and payment of contracts pertaining to construction and maintenance.

To ensure that effective maintenance and construction standards, specifications and procedures are in place and adhered to in the delivery of the construction and maintenance programs.

ACTIVITY IDENTIFICATION:

Administers contracts, including setting specifications, preparing tender and contract documents, advertising, awarding contracts, and processing contract payments.

Establishes effective standards, specifications and procedures for the use of environmental resources, materials and management of wastes.

Establishes province wide construction and maintenance standards, specifications and procedures for the construction and maintenance programs.

Closely monitors the quality, quantity, cost, progress and delivery of the construction and maintenance programs through various quality assurance systems and ensures an acceptable level of technical training.

EXPECTED RESULTS:

Fair, consistent and enforceable contracts that properly protect government interests and objectives.

Timely preparation, advertising, awarding and payment of contracts for highway construction and maintenance projects in Manitoba.

Adherence to prescribed construction and maintenance standards, specifications, procedures, and budgetary considerations.

SUB-APPROPRIATION 15-2B

OPERATIONS AND CONTRACTS

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**5.00**	**376.1**	5.00	373.1
Professional/Technical	**24.00**	**1,271.4**	24.00	1,244.0
Administrative Support	**15.50**	**542.3**	15.50	528.9
Employee Benefits	-	**241.2**	-	241.2
	44.50	**2,431.0**	44.50	2,387.2
Less: Allowance for Staff Turnover	-	**(100.0)**	-	(100.0)
Total Salaries & Employee Benefits	**44.50**	**2,331.0**	44.50	2,287.2
OTHER EXPENDITURES				
Grants		**59.0**		59.0
Transportation		**87.9**		87.9
Communication		**37.4**		48.3
Supplies and Services		**347.8**		302.4
Other Operating		**52.5**		55.4
Total Other Expenditures		**584.6**		553.0
TOTAL SUB-APPROPRIATION		**2,915.6**		2,840.2

SUB-APPROPRIATION 15-2C

BRIDGES AND STRUCTURES

OBJECTIVES:

To ensure safe and effective provincial bridge infrastructure, through efficient delivery of bridge inspection, design, maintenance, rehabilitation and construction.

ACTIVITY IDENTIFICATION:

Design, prepare detailed plans and specifications, and supervise construction of: bridges, grade separation structures, overhead sign structures, large culverts and other miscellaneous structures.

Rate capacity of existing bridges and structures for increased allowable highway loading and special permit overloads.

Inspect and monitor condition of bridges, structures and large culverts.

Maintain and rehabilitate existing bridges, structures and large culverts.

Respond to bridge infrastructure issues during emergency situations, e.g. floods.

Provide bridge engineering technical advice and recommendations to other government agencies and jurisdictions on hydraulics, soil investigation and analysis, and structural matters.

EXPECTED RESULTS:

Provide an economical and sustainable network of bridges and structures through the design, rehabilitation and construction to current standards.

Maintain the safety and integrity of existing bridge infrastructure.

Assist municipal governments in the construction and rehabilitation of local bridge infrastructure.

SUB-APPROPRIATION 15-2C

BRIDGES AND STRUCTURES

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**3.00**	**234.5**	3.00	234.5
Professional/Technical	**30.00**	**1,916.3**	30.00	1,842.3
Administrative Support	**4.00**	**111.5**	4.00	111.5
Employee Benefits	-	**236.5**	-	236.5
	37.00	**2,498.8**	37.00	2,424.8
Less: Allowance for Staff Turnover	-	**(95.0)**	-	(70.0)
Total Salaries & Employee Benefits	**37.00**	**2,403.8**	37.00	2,354.8
OTHER EXPENDITURES				
Transportation		**20.7**		20.7
Communication		**30.5**		34.9
Supplies and Services		**199.5**		180.3
Other Operating		**99.9**		92.5
Total Other Expenditures		**350.6**		328.4
Total Gross Expenditures		**2,754.4**		2,683.2
Less: Recoverable from other Appropriations		**(189.6)** [1]		-
TOTAL SUB-APPROPRIATION		**2,564.8**		2,683.2

Explanation:

1. Recoveries from the Construction Program for the allocation of departmental salaries to transportation construction projects for which departmental staff provide engineering services.

SUB-APPROPRIATION 15-2D

TRANSPORTATION SAFETY AND REGULATORY SERVICES

OBJECTIVES:

To enhance public safety through the development, communication and administration of commercial motor carrier regulatory and safety services in a manner that protects highway infrastructure and promotes the economy.

ACTIVITY IDENTIFICATION:

Compliance and Regulatory Services (CRS) and Transportation Safety and Regulation (TSR), develop, administer and monitor programs relative to the commercial motor carrier industry including Weights and Dimensions, Commercial Vehicle Safety Alliance (CVSA), Mechanical Truck Safety Inspection Program, Dangerous Goods, Licencing, various National Safety Code Initiatives and the Spring Road Restriction Program.

Develops, issues and administers Oversize, Overweight Permit Policies and collects various single trip, fuel tax, permit and authority fees.

Coordinates program development in consultation with stakeholders and delivers regulatory educational presentations and seminars on various safety and regulatory initiatives.

Administers a Safety Fitness test upon entry to the industry on for-hire commercial motor carriers and intra-provincial short-line railways.

Delivers a carrier facility audit program and rates the safety performance of carriers and intra-provincial railways operating in Manitoba. Establishes and provides a comprehensive safety program for monitoring and regulating Short Line Intra-Provincial Railways.

Maintains a carrier profile data warehouse containing information on certification, driver and carrier convictions, facility audit information, and accident and vehicle inspection data.

EXPECTED RESULTS:

Compliance with regulatory and safety initiatives, preservation of Manitoba's highway infrastructure investment and the enhancement of public safety.

Enhanced economic viability for Manitoba businesses dependent on the trucking industry, through the development of special programs.

Reduction in the number of commercial vehicle collisions, injuries and fatalities through enhanced monitoring and evaluation of commercial carrier safety programs and fitness ratings; and improved enforcement of provincial and federal legislation; inter-jurisdictional exchange of commercial vehicle information and educational awareness programs.

SUB-APPROPRIATION 15-2D

TRANSPORTATION SAFETY AND REGULATORY SERVICES

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	**$(000's)**	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**2.00**	**149.0**	2.00	149.0
Technical/Professional	**39.00**	**1,657.0**	39.00	1,644.0
Administrative Support	**33.31**	**1,565.2**	33.31	1,497.5
Employee Benefits	-	**342.9**	-	342.9
	74.31	**3,714.1**	74.31	3,633.4
Less: Allowance for Staff Turnover	-	**(140.0)**	-	(105.0)
Total Salaries & Employee Benefits	**74.31**	**3,574.1**	74.31	3,528.4
OTHER EXPENDITURES				
Transportation		**309.3**		309.3
Communication		**62.1**		74.8
Supplies and Services		**236.3**		236.3
Other Operating		**285.3**		248.1
Total Other Expenditures		**893.0**		868.5
TOTAL SUB-APPROPRIATION		**4,467.1**		4,396.9

SUB-APPROPRIATION 15-2E-1

EASTERN REGION OFFICE

OBJECTIVES:

To effectively develop and deliver the road construction, maintenance, and municipal assistance programs in the region, ensuring that projects and activities are carried out to departmental standards and incorporate the principles of sustainable development.

ACTIVITY IDENTIFICATION:

Coordinates engineering, construction supervision and maintenance field operations for highway programs in the region.

Liaises with central office to ensure uniformity and consistency with respect to policy, standards and procedures.

Conducts road maintenance activities in an environmentally sound and economically sustainable manner by reclaiming and recycling materials, by operating equipment in a cost-effective manner and by providing for effective material storage and waste management.

Prepares project proposals and priorities within the region.

Monitors contract work to ensure quality control and adherence to specifications and standards.

Processes applications for permission to place buried cables under provincial highways.

Administers all financial and general administrative matters for the region.

EXPECTED RESULTS:

All provincial highways and roads in the region are constructed, upgraded and maintained to a standard that provides for the safe, efficient and convenient movement of people, goods and services and promotes sustainable economic growth.

Distribution and communication of project status reports.

The development of project proposals identified for future consideration and prioritization.

Protection of highway infrastructure through appropriate review and processing of requests for buried cables.

Effective planning and programming capabilities and sound financial and management control.

SUB-APPROPRIATION 15-2E-1

EASTERN REGION OFFICE

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**1.00**	**83.1**	1.00	83.1
Technical/Professional	**35.00**	**1,905.6**	35.00	1,870.1
Administrative Support	**14.00**	**477.5**	14.00	472.0
Employee Benefits	-	**260.0**	-	260.0
	50.00	**2,726.2**	50.00	2,685.2
Less: Allowance for Staff Turnover	-	**(95.0)**	-	(95.0)
Total Salaries & Employee Benefits	**50.00**	**2,631.2**	50.00	2,590.2
OTHER EXPENDITURES				
Transportation		**61.8**		61.8
Communication		**49.1**		70.6
Supplies and Services		**377.2**		380.4
Other Operating		**54.4**		55.7
Total Other Expenditures		**542.5**		568.5
TOTAL SUB-APPROPRIATION		**3,173.7**		3,158.7

SUB-APPROPRIATION 15-2E-2

SOUTH CENTRAL REGION OFFICE

OBJECTIVES:

To effectively develop and deliver the road construction, maintenance, and municipal assistance programs in the region, ensuring that projects and activities are carried out to departmental standards and incorporate the principles of sustainable development.

ACTIVITY IDENTIFICATION:

Coordinates engineering, construction supervision and maintenance field operations for highway programs in the region.

Liaises with central office to ensure uniformity and consistency with respect to policy, standards and procedures.

Conducts road maintenance activities in an environmentally sound and economically sustainable manner by reclaiming and recycling materials, by operating equipment in a cost-effective manner and by providing for effective material storage and waste management.

Prepares project proposals and priorities within the region.

Monitors contract work to ensure quality control and adherence to specifications and standards.

Processes applications for permission to place buried cables under provincial highways.

Administers all financial and general administrative matters for the region.

EXPECTED RESULTS:

All provincial highways and roads in the region are constructed, upgraded and maintained to a standard that provides for the safe, efficient and convenient movement of people, goods and services and promotes sustainable economic growth.

Distribution and communication of project status reports.

The development of project proposals identified for future consideration and prioritization.

Protection of highway infrastructure through appropriate review and processing of requests for buried cables.

Effective planning and programming capabilities and sound financial and management control.

SUB-APPROPRIATION 15-2E-2

SOUTH CENTRAL REGION OFFICE

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**1.00**	**83.1**	1.00	83.1
Technical/Professional	**32.00**	**1,716.1**	32.00	1,690.1
Administrative Support	**14.00**	**491.3**	14.00	486.1
Employee Benefits	**-**	**240.5**	-	240.5
	47.00	**2,531.0**	47.00	2,499.8
Less: Allowance for Staff Turnover	**-**	**(95.0)**	-	(95.0)
Total Salaries & Employee Benefits	**47.00**	**2,436.0**	47.00	2,404.8
OTHER EXPENDITURES				
Transportation		**80.6**		80.6
Communication		**49.6**		67.2
Supplies and Services		**435.9**		427.2
Other Operating		**68.9**		70.8
Total Other Expenditures		**635.0**		645.8
TOTAL SUB-APPROPRIATION		**3,071.0**		3,050.6

SUB-APPROPRIATION 15-2E-3

SOUTH WESTERN REGION OFFICE

OBJECTIVES:

To effectively develop and deliver the road construction, maintenance, and municipal assistance programs in the region, ensuring that projects and activities are carried out to departmental standards and incorporate the principles of sustainable development.

ACTIVITY IDENTIFICATION:

Coordinates engineering, construction supervision and maintenance field operations for highway programs in the region.

Liaises with central office to ensure uniformity and consistency with respect to policy, standards and procedures.

Conducts road maintenance activities in an environmentally sound and economically sustainable manner by reclaiming and recycling materials, by operating equipment in a cost-effective manner and by providing for effective material storage and waste management.

Prepares project proposals and priorities within the region.

Monitors contract work to ensure quality control and adherence to specifications and standards.

Processes applications for permission to place buried cables under provincial highways.

Administers all financial and general administrative matters for the region.

EXPECTED RESULTS:

All provincial highways and roads in the region are constructed, upgraded and maintained to a standard that provides for the safe, efficient and convenient movement of people, goods and services and promotes sustainable economic growth.

Distribution and communication of project status reports.

The development of project proposals identified for future consideration and prioritization.

Protection of highway infrastructure through appropriate review and processing of requests for buried cables.

Effective planning and programming capabilities and sound financial and management control.

SUB-APPROPRIATION 15-2E-3

SOUTH WESTERN REGION OFFICE

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**1.00**	**83.1**	1.00	83.1
Technical/Professional	**28.00**	**1,586.2**	28.00	1,575.4
Administrative Support	**16.00**	**571.6**	16.00	563.8
Employee Benefits	-	**236.6**	-	236.6
	45.00	**2,477.5**	45.00	2,458.9
Less: Allowance for Staff Turnover	-	**(95.0)**	-	(95.0)
Total Salaries & Employee Benefits	**45.00**	**2,382.5**	45.00	2,363.9
OTHER EXPENDITURES				
Transportation		**59.7**		59.7
Communication		**45.9**		67.7
Supplies and Services		**347.1**		348.3
Other Operating		**65.8**		67.3
Total Other Expenditures		**518.5**		543.0
TOTAL SUB-APPROPRIATION		**2,901.0**		2,906.9

SUB-APPROPRIATION 15-2E-4

WEST CENTRAL REGION OFFICE

OBJECTIVES:

To effectively develop and deliver the road construction, maintenance, and municipal assistance programs in the region, ensuring that projects and activities are carried out to departmental standards and incorporate the principles of sustainable development.

ACTIVITY IDENTIFICATION:

Coordinates engineering, construction supervision and maintenance field operations for highway programs in the region.

Liaises with central office to ensure uniformity and consistency with respect to policy, standards and procedures.

Conducts road maintenance activities in an environmentally sound and economically sustainable manner by reclaiming and recycling materials, by operating equipment in a cost-effective manner and by providing for effective material storage and waste management.

Prepares project proposals and priorities within the region.

Monitors contract work to ensure quality control and adherence to specifications and standards.

Processes applications for permission to place buried cables under provincial highways.

Administers all financial and general administrative matters for the region.

EXPECTED RESULTS:

All provincial highways and roads in the region are constructed, upgraded and maintained to a standard that provides for the safe, efficient and convenient movement of people, goods and services and promotes sustainable economic growth.

Distribution and communication of project status reports.

The development of project proposals identified for future consideration and prioritization.

Protection of highway infrastructure through appropriate review and processing of requests for buried cables.

Effective planning and programming capabilities and sound financial and management control.

SUB-APPROPRIATION 15-2E-4

WEST CENTRAL REGION OFFICE

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**1.00**	**83.1**	1.00	83.1
Technical/Professional	**23.00**	**1,282.3**	23.00	1,260.9
Administrative Support	**13.00**	**458.8**	13.00	454.1
Employee Benefits	-	**192.9**	-	192.9
	37.00	**2,017.1**	37.00	1,991.0
Less: Allowance for Staff Turnover	-	**(80.0)**	-	(80.0)
Total Salaries & Employee Benefits	**37.00**	**1,937.1**	37.00	1,911.0
OTHER EXPENDITURES				
Transportation		**51.6**		51.6
Communication		**29.5**		36.9
Supplies and Services		**286.2**		288.9
Other Operating		**79.0**		80.4
Total Other Expenditures		**446.3**		457.8
TOTAL SUB-APPROPRIATION		**2,383.4**		2,368.8

SUB-APPROPRIATION 15-2E-5

NORTHERN REGION OFFICE

OBJECTIVES:

To effectively develop and deliver the road construction, maintenance, and municipal assistance programs in the region, ensuring that projects and activities are carried out to departmental standards and incorporate the principles of sustainable development.

ACTIVITY IDENTIFICATION:

Coordinates engineering, construction supervision and maintenance field operations for highway programs in the region.

Liaises with central office to ensure uniformity and consistency with respect to policy, standards and procedures.

Conducts road maintenance activities in an environmentally sound and economically sustainable manner by reclaiming and recycling materials, by operating equipment in a cost-effective manner and by providing for effective material storage and waste management.

Prepares project proposals and priorities within the region.

Monitors contract work to ensure quality control and adherence to specifications and standards.

Processes applications for permission to place buried cables under provincial highways.

Administers all financial and general administrative matters for the region.

EXPECTED RESULTS:

All provincial highways and roads in the region are constructed, upgraded and maintained to a standard that provides for the safe, efficient and convenient movement of people, goods and services and promotes sustainable economic growth.

Distribution and communication of project status reports.

The development of project proposals identified for future consideration and prioritization.

Protection of highway infrastructure through appropriate review and processing of requests for buried cables.

Effective planning and programming capabilities and sound financial and management control.

SUB-APPROPRIATION 15-2E-5

NORTHERN REGION OFFICE

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**1.00**	**83.1**	1.00	83.1
Technical/Professional	**18.00**	**1,169.6**	18.00	1,141.5
Administrative Support	**11.00**	**460.8**	11.00	452.5
Employee Benefits	-	**166.1**	-	166.1
	30.00	**1,879.6**	30.00	1,843.2
Less: Allowance for Staff Turnover	-	**(75.0)**	-	(55.0)
Total Salaries & Employee Benefits	**30.00**	**1,804.6**	30.00	1,788.2
OTHER EXPENDITURES				
Transportation		**127.2**		127.2
Communication		**22.4**		30.0
Supplies and Services		**287.8**		285.0
Other Operating		**93.2**		94.7
Total Other Expenditures		**530.6**		536.9
TOTAL SUB-APPROPRIATION		**2,335.2**		2,325.1

SUB-APPROPRIATION 15-2E-6

RECOVERABLE FROM OTHER APPROPRIATIONS

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	**$(000's)**	FTE	$(000's)
Less: Recoverable from other appropriations		**(1,252.8)** [1]		-

Explanation:

1. Recoveries from the Construction Program for the allocation of departmental salaries to transportation construction projects for which departmental staff provide engineering services.

SUB-APPROPRIATION 15-2F

OTHER JURISDICTIONS

OBJECTIVES:

To provide specialized services to other government departments, and other jurisdictions such as Cities, Towns, Villages, Municipalities, Local Government Districts, government agencies, crown corporations and the Federal Government.

ACTIVITY IDENTIFICATION:

Provides road construction and maintenance services to other jurisdictions on a 100% cost recoverable basis.

Provides specialized equipment services not readily available from the private sector on a 100% cost recoverable basis.

Provides for construction programs of other jurisdictions to be incorporated into provincial construction projects on a 100% cost recoverable basis.

Provides repairs to highway installations, structures and pavements damaged by accidents and utility installation on a 100% cost recoverable basis.

EXPECTED RESULTS:

The delivery of services to other jurisdictions lacking technical expertise and resources.

The development of coordinated construction projects to provide for more cost-effective construction.

More convenient and efficient delivery of construction and maintenance services in remote areas of the Province where the Department is the only service provider.

Restoration of highway infrastructure and structures to acceptable standards.

SUB-APPROPRIATION 15-2F

OTHER JURISDICTIONS

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	**$(000's)**	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Professional/Technical	**14.00**	**595.1**	14.00	583.0
Employee Benefits		**60.7**		59.7
	14.00	**655.8**	14.00	642.7
Less: Allowance for Staff Turnover	-	**(50.0)**	-	(50.0)
Total Salaries & Employee Benefits	**14.00**	**605.8**	14.00	592.7
OTHER EXPENDITURES				
Total Other Expenditures		**1,626.5**		1,626.5
Total Gross Expenditures		**2,232.3**		2,219.2
Less: Recoverable from other Government Departments		**(1,000.0)**		(1,000.0)
NET EXPENDITURES		**1,232.3**		1,219.2

SUB-APPROPRIATION 15-2G

PLANNING AND DESIGN

OBJECTIVES:

To plan, design, program and protect the existing and future highway system by consideration of safety, traffic demand, engineering, socio-economic factors, and the environment.

ACTIVITY IDENTIFICATION:

Provides expertise in highway detailed design, prepares highway design criteria and bridge widths, develops functional and detailed designs of complex projects, and undertakes highway network planning studies.

Administer the environmental licencing process on behalf of the Department.

Reviews land development proposals and administers access controls to protect the existing and future highway system.

Provides drafting, mapping, and photogrammetry services and maintains central plan file for projects and legal plans.

Provide expertise in the area of utility agreements and permits.

Administers right-of-way acquisitions and dispositions for highway projects.

EXPECTED RESULTS:

Delivery of planning and design services which result in a highway network which is safe, efficient, convenient, environmentally compatible and contributes to the sustainable economic and social development of Manitoba.

Provision of data and advice to provincial boards exercising authority over land use control and access along PTH's and administration of that authority on Provincial Roads.

Production of Manitoba's Official Highway Map.

SUB-APPROPRIATION 15-2G

PLANNING AND DESIGN

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**1.00**	**75.7**	1.00	75.7
Professional/Technical	**22.00**	**1,269.5**	22.00	1,204.0
Administrative Support	**6.00**	**253.0**	6.00	249.0
Employee Benefits	**-**	**170.5**	-	164.7
	29.00	**1,768.7**	29.00	1,693.4
Less: Allowance for Staff Turnover	**-**	**(70.0)**	-	(45.0)
Total Salaries & Employee Benefits	**29.00**	**1,698.7**	29.00	1,648.4
OTHER EXPENDITURES				
Transportation		**21.5**		21.5
Communication		**25.4**		28.1
Supplies and Services		**327.2**		316.8
Other Operating		**65.4**		67.1
Total Other Expenditures		**439.5**		433.5
TOTAL SUB-APPROPRIATION		**2,138.2**		2,081.9

SUB-APPROPRIATION 15-2H

NORTHERN AIRPORTS AND MARINE SERVICES

OBJECTIVES:

To provide for the safe and efficient operation and maintenance of provincial airports, ferries and auxiliary facilities in remote and isolated communities of northern Manitoba in consideration of those communities' transportation and emergency needs.

ACTIVITY IDENTIFICATION:

Operates and maintains 22 airports as well as 6 passenger/vehicle ferries in Northern Manitoba.

Prepares airport development program to support services including commercial traffic, medical retrievals, forest protection, tourism and resource development.

Undertakes airport upgrading projects to improve airport safety and as well as traveler accessibility.

Provides preventive maintenance and refurbishing of motor vessels and cable ferries to assure safety and prolong use.

Provides training workshops including first aid, airport management, equipment operating, radio operating as well as emergency response to ensure safe and efficient operations of these airports and ferries.

Administers the Manitoba Airport Operating and Capital Assistance Programs.

EXPECTED RESULTS:

Provision of airport services to northern and remote communities, including facilities supporting emergency services and airlifts.

Timely and appropriate response in emergencies as well as effective airport operation through appropriate training programs.

Assistance to municipal airport commissions respecting safe airport operation through the provision of operating and capital grants.

Improved access for the physically disabled at provincial airports.

Provision of an economical alternative to bridges and/or road networks in remote areas of the province.

SUB-APPROPRIATION 15-2H

NORTHERN AIRPORTS AND MARINE SERVICES

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**2.00**	**134.4**	2.00	134.4
Professional/Technical	**68.73**	**3,330.6**	68.73	3,196.9
Administrative Support	**7.00**	**309.9**	7.00	298.8
Employee Benefits	-	**398.6**	-	362.6
	77.73	**4,173.5**	77.73	3,992.7
Less: Allowance for Staff Turnover	-	**(165.0)**	-	(115.0)
Total Salaries & Employee Benefits	**77.73**	**4,008.5**	77.73	3,877.7
OTHER EXPENDITURES				
Grants		**76.2**		76.2
Transportation		**213.0**		213.0
Communication		**102.6**		110.8
Supplies and Services		**1,898.2**		1,823.5
Other Operating		**395.3**		396.3
Total Other Expenditures		**2,685.3**		2,619.8
TOTAL SUB-APPROPRIATION		**6,693.8**		6,497.5

SUB-APPROPRIATION 15-2J

MATERIALS ENGINEERING

OBJECTIVES:

To provide specialized standards and design, research, testing and evaluation services toward the development and maintenance of structurally competent highway embankments and pavements.

ACTIVITY IDENTIFICATION:

Provides information to optimize the cost-effective supply of aggregate resources for the construction and maintenance programs and liaises with external agencies to protect the department's aggregate needs.

Co-ordinates the development of the infrastructure resource allocation goals, standards and strategies and leads in optimizing the pavement expenditure programs.

Provides specialized materials testing services to ensure compliance with specifications and develops testing standards to address local conditions.

Provides pavement structural designs for the construction and the rehabilitation of pavements and structural assessments to determine spring restriction needs and the impact of special hauling proposals.

Provides and manages geotechnical investigations and studies for embankment stability, groundwater and erosion assessment and protection.

Develops and manages field and lab pavement research projects.

Designs and evaluates bituminous and concrete products for pavements and structures.

Provides field testing and field quality control equipment and services.

EXPECTED RESULTS:

Engineering design and assessment services to provide an adequate and sustainable highway infrastructure to accommodate public and commercial traffic.

The supply of materials and products compliant with sustainable standards.

Technological innovation resulting in more effective use of resources, safer and longer-lasting transportation facilities and improved processes.

SUB-APPROPRIATION 15-2J

MATERIALS ENGINEERING

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	**$(000's)**	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**1.00**	**79.2**	1.00	79.2
Professional/Technical	**33.00**	**1,696.7**	33.00	1,665.2
Administrative Support	**4.00**	**169.0**	4.00	155.0
Employee Benefits	**-**	**209.0**	-	202.8
	38.00	**2,153.9**	38.00	2,102.2
Less: Allowance for Staff Turnover	**-**	**(50.0)**	-	(25.0)
Total Salaries & Employee Benefits	**38.00**	**2,103.9**	38.00	2,077.2
OTHER EXPENDITURES				
Transportation		**62.2**		62.2
Communication		**31.3**		35.9
Supplies and Services		**444.1**		415.4
Other Operating		**83.1**		84.8
Total Other Expenditures		**620.7**		598.3
Total Gross Expenditures		**2,724.6**		2,675.5
Less: Recoverable from other Appropriations		**(1,121.5)**		(1,121.5)
TOTAL SUB-APPROPRIATION		**1,603.1**		1,554.0

SUB-APPROPRIATION 15-2K

TRAFFIC ENGINEERING

OBJECTIVES:

To promote the safe and optimum movement of vehicle and pedestrian traffic on the provincial highway network through proper design, application and management of the operation of traffic control devices.

ACTIVITY IDENTIFICATION:

Manages and directs the installation, maintenance and operation of all traffic control devices including pavement markings, traffic signals, major signs, flashing lights and pedestrian corridors, and traffic barriers (guardrail).

Establishes standards/policies for the installation and maintenance of all traffic control devices.

Manages and directs speed limit reviews and provides recommendations to the Highway Traffic Board respecting speed limits on provincial routes.

Provides expertise respecting traffic control within the Engineering and Operations Division, and to other departments and jurisdictions.

Manages and directs the illumination of provincial highways.

Manages and directs the traffic monitoring program including the production of an annual report on traffic flows on the provincial highway system.

Maintains a database traffic accident record on provincial highways to assist in the identification of problem areas and the evaluation of mitigative measures.

Manages railway crossing safety on the provincial road network.

EXPECTED RESULTS:

Traffic collision reduction and improved operational efficiencies due to the proper application and operation of traffic control devices.

Effective control of opposing traffic and enhanced safety through completion of the annual pavement marking retracement program.

Minimum down time of traffic signals due to malfunction or traffic accident through timely response.

SUB-APPROPRIATION 15-2K

TRAFFIC ENGINEERING

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**1.00**	**79.2**	1.00	79.2
Professional/Technical	**9.00**	**569.2**	9.00	545.2
Administrative Support	**6.00**	**204.4**	6.00	201.3
Employee Benefits	-	**106.4**	-	94.5
	16.00	**959.2**	16.00	920.2
Less: Allowance for Staff Turnover	-	**(45.0)**	-	(45.0)
Total Salaries & Employee Benefits	**16.00**	**914.2**	16.00	875.2
OTHER EXPENDITURES				
Transportation		**56.5**		56.5
Communication		**20.7**		23.7
Supplies and Services		**141.5**		131.4
Other Operating		**22.9**		24.1
Total Other Expenditures		**241.6**		235.7
Total Gross Expenditures		**1,155.8**		1,110.9
Less: Recoverable from other Appropriations		**(57.6)** [1]		
TOTAL SUB-APPROPRIATION		**1,098.2**		1,110.9

Explanation:

1. Recoveries from the Construction Program for the allocation of departmental salaries to transportation construction projects for which departmental staff provide engineering services.

SUB-APPROPRIATION 15-2M

POLICY, PLANNING AND DEVELOPMENT

OBJECTIVES:

To achieve excellence in the strategic planning, development, evaluation and communication of transportation policies, programs, systems and legislation.

ACTIVITY IDENTIFICATION:

Coordinates provincial transportation systems plan and policy development and ensures that policies and programs are responsive and consistent with the overall vision of the department and government and are compatible with municipal land use and development plans.

Liaises with other levels of government, departments and industry groups on major cross-jurisdictional policy matters and in promoting service improvements, the economic development of Manitoba's transportation sector, addressing Manitoba's Climate Change commitments as they affect the sector, and the development of Winnipeg's potential as a multi-modal distribution center.

Coordinates the department's strategic planning process and develops a strategic highways infrastructure and systems plan to meet the present and future needs of Manitobans and seeks to optimize investment in provincial transportation systems.

Examines policy issues that arise from the discretionary powers of the Motor Transport, Taxicab and Highway Traffic Boards.

Develops and coordinates driver and vehicle and related highway safety policy and legislation.

Plans, prioritizes and coordinates the Department's legislative initiatives.

EXPECTED RESULTS:

Proactive and informed approach to addressing transportation issues and influencing the development of effective Federal/Provincial policy relating to all transportation modes.

Advancement of the department's strategic planning process; coordination of the department's legislative initiatives; and preparation of internal and external communication materials.

Guidance to the department's capital program within a framework of integrated transportation modes for economic development and land use planning.

Innovative financing strategies for transportation infrastructure; provision of long term transportation plans and policies; development of the Province's transportation systems plan and policies; and prioritization and optimization of the Province's investments in transportation infrastructure.

SUB-APPROPRIATION 15-2M

POLICY, PLANNING AND DEVELOPMENT

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**4.00**	**330.4**	4.00	330.4
Professional/Technical	**17.00**	**1,164.2**	17.00	1,141.2
Administrative Support	**7.50**	**255.6**	7.50	250.9
Employee Benefits	-	**185.9**	-	185.9
	28.50	**1,936.1**	28.50	1,908.4
Less: Allowance for Staff Turnover	-	**(105.0)**	-	(105.0)
Total Salaries & Employee Benefits	**28.50**	**1,831.1**	28.50	1,803.4
OTHER EXPENDITURES				
Grants		**1.5**		1.5
Transportation		**17.6**		22.4
Communication		**22.0**		22.0
Supplies and Services		**493.6**		493.6
Other Operating		**132.5**		118.0
Total Other Expenditures		**667.2**		657.5
Churchill Gateway Development Initiative		**1,000.0** [1]		-
TOTAL SUB-APPROPRIATION		**3,498.3**		2,460.9

Explanation:

1. To provide funding to support the continued operation and long term sustainability of the Churchill Gateway.

SUB-APPROPRIATION 15-2N

DRIVER AND VEHICLE LICENCING

OBJECTIVES:

To promote road safety through the regulation of Manitoba drivers and vehicles and to provide quality, cost-effective services and administers various safety programs in accordance with *The Highways Traffic Act*, *The Off Road Vehicles Act*, and other legislation.

ACTIVITY IDENTIFICATION:

Establishes medical fitness standards for driving, monitors drivers according to licence class, assesses drivers with medical conditions; intervenes with and monitors drivers with alcohol and drug problems.

Establishes driver knowledge and skills testing standards and policies and evaluates drivers by licence class.

Establishes driver licencing standards and policies; authorizes licence issuers; and provides various licencing services.

Monitors drivers to address performance problems through driver improvement and control action.

Provides vehicle registration services including the administration of the International Registration Plan for commercial operators, and establishes vehicle registration policies and procedures.

Maintains records and systems administration; and provides information services to a broad array of information users.

Establishes vehicle standards for vehicle classes, certifies and monitors private vehicle safety inspection stations and their mechanics; licences and monitors commercial driving schools and their instructors, auto dealers and recyclers.

EXPECTED RESULTS:

Low rates of fatalities and injuries for drivers.

Effective and efficient deliver of licencing and safety programs and services.

SUB-APPROPRIATION 15-2N

DRIVER AND VEHICLE LICENCING

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**6.00**	**450.7**	6.00	449.7
Professional/Technical	**78.00**	**3,655.6**	82.00	3,733.2
Administrative Support	**212.65**	**8,173.8**	212.65	8,052.5
Employee Benefits	-	**1,392.3**	-	1,339.1
	296.65	**13,672.4**	300.65	13,574.5
Less: Allowance for Staff Turnover	-	**(533.6)**	-	(498.4)
Total Salaries & Employee Benefits	**296.65** [1]	**13,138.8**	300.65	13,076.1
OTHER EXPENDITURES				
Grants		**5.9**		5.9
Transportation		**375.6**		351.9
Communication		**1,198.2**		1,087.9
Postage	**881.1**		801.0	
Other	**317.1**		286.9	
Supplies and Services		**3,348.3**		3,129.2
Driver Licence Agent Commissions	**243.7**		243.7	
Photo Cards	**855.0**		816.9	
Accommodation	**1,204.6**		1,123.9	
Licence Plate Inventory	**405.0**		274.6	
Other	**640.0**		670.1	
Credit/Debit Card Costs		**364.2**		240.0
Other Operating		**1,520.6**		1,586.6
Computer Related	**862.3**		869.0	
Other	**658.3**		717.6	
Total Other Expenditures		**6,812.8**		6,401.5
Manitoba Public Insurance Corporation Cost Sharing Agreement		**4,592.0**		4,592.0
TOTAL SUB-APPROPRIATION		**24,543.6**		24,069.6

Explanation:

1. Rationalization of the Private Vehicle Inspection Program, resulting in the reduction of four staff vacancies.

SUB-APPROPRIATION 15-2P-1

MOTOR TRANSPORT AND HIGHWAY TRAFFIC BOARDS

OBJECTIVES:

To ensure all Manitobans are provided with adequate transportation services at a reasonable cost through the administration of a regulatory system under the Highway Traffic Act governing motor carriers and public service vehicle operators.

To ensure the safety of the travelling public and protection of highway infrastructure through the administration of the Highways Protection Act and portions of the Highway Traffic Act.

ACTIVITY IDENTIFICATION:

Determines operating authorities for the trucking, inter-city bus, inter-municipal liveries and short line railway industries involved in public service operations.

Monitors and establishes transportation rates and charges for PSV scheduled bus carriers and inter-municipal livery operators.

Determines sanctions on motor carriers & PSV operators for breaches of regulations.

Establishes control lines to regulate access and development adjacent to Provincial Trunk Highways.

Reviews and processes applications for access onto limited access highways and development adjacent to these highways.

Provides decisions on speed limits, pedestrian corridor locations and traffic control devices; make decisions on changes to weight limits on provincial & municipal roads.

Conducts public hearings on current issues; makes orders and regulations, and provides policy input to the Minister.

EXPECTED RESULTS:

Provision of a flexible regulatory system for motor carriers & PSV operators.

Continued progress in the orderly phase out of economic regulation of the motor carrier industry.

Enhanced public safety and on-going protection of highways infrastructure.

Protection of the rights of the general public through the provision of public hearings and appropriate enforcement of sanctions with regulations and orders.

SUB-APPROPRIATION 15-2P-1

MOTOR TRANSPORT AND HIGHWAY TRAFFIC BOARDS

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Administrative Support	4.00	215.0	4.00	172.9
Other				
Board Members	-	70.0	-	70.0
Employee Benefits	-	33.5	-	33.5
	4.00	318.5	4.00	276.39
Less: Allowance for Staff Turnover	-	(12.4)	-	(10.0)
Total Salaries & Employee Benefits	4.00	306.1	4.00	266.4
OTHER EXPENDITURES				
Transportation		20.1		20.1
Communication		30.1		31.1
Supplies and Services		105.2		105.2
Other Operating		29.6		22.5
Total Other Expenditures		185.0		178.9
TOTAL SUB-APPROPRIATION		491.1		445.3

SUB-APPROPRIATION 15-2P-2

LICENCE SUSPENSION APPEAL BOARD AND MEDICAL REVIEW COMMITTEE

OBJECTIVES:

To provide an appeal procedure for applicants whose driver licences have been suspended for convictions and/or poor driving records.

To provide a medical review of appeals based on medical grounds.

ACTIVITY IDENTIFICATION:

Processes appeal applications for licence suspensions.

Conducts licence suspension appeal hearings throughout the Province.

Provides decisions regarding licence suspension appeals.

EXPECTED RESULTS:

The delivery of a licence suspension review process, to ensure safe vehicle operation on the provincial highway system.

The provision of an appeal process in order to ensure a fair hearing and consideration of pertinent information regarding licence suspensions.

SUB-APPROPRIATION 15-2P-2

LICENCE SUSPENSION APPEAL BOARD AND MEDICAL REVIEW COMMITTEE

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Administrative Support	3.00	137.3	3.00	130.0
Other				
Board Members	-	83.1	-	83.1
Employee Benefits	-	30.3	-	30.3
	3.00	250.7	3.00	243.4
Less: Allowance for Staff Turnover	-	(10.0)	-	(10.0)
Total Salaries & Employee Benefits	3.00	240.7	3.00	233.4
OTHER EXPENDITURES				
Transportation		25.9		25.9
Communication		8.9		9.3
Supplies and Services		39.1		39.1
Other Operating		12.9		9.5
Total Other Expenditures		86.8		83.8
TOTAL SUB-APPROPRIATION		327.5		317.2

SUB-APPROPRIATION 15-2P-3

TAXICAB BOARD

OBJECTIVES:

To ensure citizens in Winnipeg receive quality taxicab service that meets the public need at reasonable cost through the administration of a system of economic regulation.

ACTIVITY IDENTIFICATION:

Conducts public hearings on matters relating to industry and users.

Establishes, reviews and revises the number of taxicab licences required by the public convenience and necessity.

Regulates rates charged by industry.

Issues taxicab licences, taxicab driver licences and regulates licence transfers.

Provides training for taxicab drivers.

Establishes vehicle standards and inspects taxicabs for vehicle condition and meter accuracy.

Investigates and resolves complaints against taxicab operators and drivers for breaches of regulations and service failures when warranted.

Maintains a liaison between the Board and the taxicab industry, governments and other affected groups.

EXPECTED RESULTS:

Taxicab service that satisfies the public need at a reasonable cost within the City of Winnipeg through the provision of licences, rates and standards.

All taxicab businesses and drivers operating in the City of Winnipeg are duly licenced.

Acceptable and uniform standard of taxicab service delivery.

Effectively addressing concerns of the taxicab industry and user public through the provision of public hearings.

Trained taxicab drivers who can provide safe and courteous transportation services.

SUB-APPROPRIATION 15-2P-3

TAXICAB BOARD

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	**$(000's)**	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Professional/Technical	**4.50**	**230.8**	4.50	192.9
Administrative Support	**4.50**	**156.1**	4.50	137.2
Other				
Board Members	**-**	**37.5**	-	37.5
Employee Benefits	**-**	**40.9**	-	36.2
	9.00	**465.3**	9.00	403.8
Less: Allowance for Staff Turnover	**-**	**(18.0)**	-	(10.0)
Total Salaries & Employee Benefits	**9.00**	**447.3**	9.00	393.8
OTHER EXPENDITURES				
Transportation		**6.3**		6.3
Communication		**7.9**		9.9
Supplies and Services		**73.8**		73.8
Other Operating		**9.2**		4.3
Total Other Expenditures		**97.2**		94.3
TOTAL SUB-APPROPRIATION		**544.5**		488.1

SUB-APPROPRIATION 15-2P-4

PORT OF CHURCHILL ADVISORY BOARD

OBJECTIVES:

Provides strategic advice to the Government of Manitoba regarding the Port of Churchill and its associated rail and marine fuel tank farm infrastructure to enhance the Port's viability and contribution to the regional economy.

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	$(000's)	FTE	$(000's)
Total Other Expenditures		25.0		25.0
TOTAL SUB-APPROPRIATION		25.0		25.0

Resolution No.	Approp No.	Transportation and Government Services (15) Details of Appropriation	**Estimates of Expenditure 2003/04 $(000's)**	Estimates of Expenditure 2002/03 $(000's)
15.3	3.	GOVERNMENT SERVICES PROGRAMS	**36,435.9**	35,160.6

- Provides overall government accommodation strategy through short and long range planning.
- Provides coordination and monitoring of accommodation projects through the utilization of internal and external professional and technical services for planning, design, leasing and construction management.
- Administers contracts for construction requests for service related to the provision of government accommodation.
- Provides operational, maintenance, parking and security services for all government departments and agencies occupying space in government-owned or leased buildings.
- Manages the government's leased and owned space inventory. Provides for management of terms and conditions related to leasehold agreements.
- Provides contracted janitorial and food services at selected locations in most government buildings.
- Provides for comprehensive Energy Management and Technical Services programs in all government buildings.
- Provides for charging the cost of owned and leased office and warehouse space to the tenant that occupies the space.
- Provides corporate procurement of goods and services to all government departments and agencies including facsimile and photocopier placement.
- Provides air transportation, air ambulance and aerial forest fire suppression.
- Provides mail processing and distribution.
- Provides materials management services including common supplies, home care equipment and related maintenance, and redistribution or disposal of surplus assets.
- Provides comprehensive land management services, including appraisal acquisition and disposal of real property.
- Provides complete vehicle management and maintenance services including mobile and radio services.

Resolution No.	Approp No.	Transportation and Government Services (15) Details of Appropriation	**Estimates of Expenditure 2003/04 $(000's)**	Estimates of Expenditure 2002/03 $(000's)
15.3	3.	GOVERNMENT SERVICES PROGRAMS	**36,435.9**	35,160.6
		a) Accommodation Development	**1,520.1**	1,403.8
		b) Workshop/Renovations	**0.0**	0.0
		c) Physical Plant	**49,917.7**	48,382.7
		d) Leased Properties	**23,397.4**	21,675.5
		e) Property Services	**676.4**	614.1
		f) Security and Parking	**2,396.1**	2,328.9
		g) Accommodation Cost Recovery	**(46,695.8)**	(44,455.9)
		h) Minor Capital Projects	**2,916.6**	2,916.6
		j) Procurement Services	**2,307.4**	2,294.9
		k) Government Air Services	**0.0**	0.0
		m) Radio Services	**0.0**	0.0
		n) Mail Management Agency	**0.0**	0.0
		p) Materials Distribution Agency	**0.0**	0.0
		q) Land Management Services	**0.0**	0.0
		r) Fleet Vehicles Agency	**0.0**	0.0
			36,435.9	35,160.6

SUB-APPROPRIATION 15-3A

ACCOMMODATION DEVELOPMENT

OBJECTIVES:

The provision and control of accommodation for government programs in owned and leased facilities throughout the province, via the utilization of internal and external professional and technical services in planning, design, leasing, and construction management.

ACTIVITY IDENTIFICATION:

Provision for the development of overall government accommodation strategies, policies, guidelines and related planning for the short and long-term requirements of government client programs, frequently including Boards, Agencies, and Commissions.

Provision of government accommodation through the use of various internal and external architectural, engineering, programming, design, signage, leasing, and construction management services.

Administration of all contracts, capital and lease budgets related to accommodations required for government programs.

Provision of accommodation and project management services to a diverse client base via the Government wide Request for Service Program on an annual cost recovery basis.

EXPECTED RESULTS:

Planning for improved utilization of accommodations.

Design and construction management of all accommodation-related capital and client funded projects will be undertaken on behalf of government departments and publicly funded entities at locations throughout the province. Continuing and new projects (120 client funded, 73 capital investment funded, 72 minor capital funded) of varying scope are anticipated this year.

Negotiate 30 lease renewals out of a total portfolio of 220 leases consisting of approximately 2.0 million square feet.

SUB-APPROPRIATION 15-3A

ACCOMMODATION DEVELOPMENT

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**4.00**	**334.4**	4.00	334.4
Professional/Technical	**29.38**	**1,749.2**	29.38	1,695.1
Administrative Support	**11.00**	**463.4**	11.00	447.2
Employee Benefits	-	**263.7**	-	263.7
	44.38	**2,810.7**	44.38	2,740.4
Less: Allowance for Staff Turnover	-	**(86.2)**	-	(86.2)
Less: Recovered from Capital Investments		**(1,000.0)**	-	(1,000.0)
Total Salaries & Employee Benefits	**44.38**	**1,724.5**	44.38	1,654.2
OTHER EXPENDITURES				
Transportation		**41.6**		41.6
Communication		**27.3**		34.2
Supplies and Services		**174.9**		174.9
Other Operating		**181.1**		128.2
Alterations/Renovations - Minor Projects		**3,691.4**		3,691.4
Less: Recovered from Capital Investments		**(450.0)**		(450.0)
Total Other Expenditures		**3,666.3**		3,620.3
Total Gross Expenditures		**5,390.8**		5,274.5
Recovery from other Appropriations		**(3,870.7)**		(3,870.7)
TOTAL SUB-APPROPRIATION		**1,520.1**		1,403.8

SUB-APPROPRIATION 15-3B

WORKSHOP/RENOVATIONS

OBJECTIVES:

To provide a construction, renovation and maintenance support program for government-owned and leased accommodations in a cost effective and timely manner.

ACTIVITY IDENTIFICATION:

Acts as general contractor with assigned internal work crew and supervises subcontractors on job locations throughout the province.

Provides direct in-house services which include renovations, millwork, painting, electrical, and furniture repairs.

EXPECTED RESULTS:

Provision of service in response to approximately 900 annual requests from client departments, and capital project requests by Accommodation Development and Physical Plant Districts.

Provision of general contractor services in selected renovation, maintenance and alteration projects where: general contractors are not readily available; the specifics of work cannot be accurately defined prior to work commencement; the work is of an emergency nature; schedules must be frequently adjusted to accommodate ongoing client occupancy and programs; or where security is a concern.

Of the total construction projects undertaken by the Department, approximately 40% are delivered by the Workshop and 60% are tendered to private contractors. Further, of the projects delivered by the Workshop, approximately 65% are regularly subcontracted to private contractors.

SUB-APPROPRIATION 15-3B

WORKSHOP/RENOVATIONS

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	1.00	65.5	1.00	65.5
Professional/Technical	41.60	1,889.0	41.60	1,839.0
Administrative Support	4.00	155.9	4.00	150.7
Employee Benefits	-	218.9	-	217.0
	46.60	2,329.3	46.60	2,272.2
Less: Allowance for Staff Turnover	-	(86.0)	-	(86.0)
Total Salaries & Employee Benefits	46.60	2,243.3	46.60	2,186.2
OTHER EXPENDITURES				
Transportation		51.8		51.8
Communication		15.1		21.8
Supplies and Services		190.5		199.0
Minor Capital		10.5		10.5
Other Operating		10.0		13.5
Total Other Expenditures		277.9		296.6
Workshop Projects		4,575.0		4,575.0
Total Gross Expenditures		7,096.2		7,057.8
Recovery from other Appropriations		(7,096.2)		(7,057.8)
TOTAL SUB-APPROPRIATION		0.0		0.0

SUB-APPROPRIATION 15-3C

PHYSICAL PLANT

OBJECTIVE:

To provide maintenance and operating services for all Government owned facilities and grounds and certain leased facilities. Ensure that owned physical properties are in good repair and provide a safe and healthy working environment.

ACTIVITY IDENTIFICATION:

Through a combination of in-house and contracted resources, Physical Plant provides comprehensive facility maintenance and management services. These services include all major elements of the building sciences such as energy management, sustainable development, HVAC systems, electrical, plumbing, carpentry, roofing, fire & life safety systems, mould remediation and asbestos abatement and industrial hygiene.

Recommissioning facilities by balancing the HVAC systems according to specifications in order to return the facility to an optimal operating environment.

EXPECTED RESULTS:

Buildings will be kept in good repair meeting all codes so as to provide a safe and healthy working environment.

Recommissioning will allow the buildings to operate more efficiently therefore reducing energy consumption and improving working conditions.

Mould Remediation and Asbestos Abatement Program (MRAAP) activities will result in a cost avoidance through the rehabilitation of these affected facilities allowing for their ongoing use rather than the requirement for new or replacement facilities.

SUB-APPROPRIATION 15-3C

PHYSICAL PLANT

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	9.00	598.4	9.00	592.4
Technical/Professional	333.09	13,697.2	333.09	13,475.1
Administrative Support	13.00	540.1	13.00	533.1
Employee Benefits	-	1,536.1	-	1,630.0
	355.09	16,371.8	355.09	16,230.6
Less: Allowance for Staff Turnover	-	(633.3)	-	(569.9)
Total Salaries & Employee Benefits	355.09	15,738.5	355.09	15,660.7
OTHER EXPENDITURES				
Grant - Town of Churchill		795.0		795.0
Grants in Lieu of Taxes		12,347.4		11,923.9
Transportation		355.7		355.7
Communication		373.5		299.2
Supplies & Services		20,809.1 [1]		19,680.0
Minor Capital		19.9		19.9
Other Operating		88.6		88.3
Total Other Expenditures		34,789.2		33,162.0
Total Gross Expenditures		50,527.7		48,822.7
Recovery from other Appropriations		(610.0) [2]		(440.0)
TOTAL SUB-APPROPRIATION		49,917.7		48,382.7

Explanation:

1. Increased costs associated with janitorial and trades contracts; utility cost increases; and general maintenance repairs.
2. Increased client base for the Mould Remediation and Asbestos Abatement Program and additional remedial projects identidied.

SUB-APPROPRIATION 15-3D

LEASED PROPERTIES

OBJECTIVES:

To ensure that both clients and landlords are aware of, and adhere to, the terms and conditions of lease agreements and applicable legislation.

ACTIVITY IDENTIFICATION:

Management of lease agreements throughout their term.

Administrative liaison and negotiation with the Lessor for leasehold improvements undertaken during the course of a leased term.

Coordination/administration of maintenance and operation of leased premises as set out in the terms and conditions of the lease agreements.

Resolution with Lessors for contravention to the terms and conditions of the leased agreements or to Acts that apply to the properties (e.g. Workplace Safety & Health).

Administration of financial transactions such as rental payments, escalations, operating expenditures and adjustments as set out in the terms and conditions of the lease agreements.

Annual preparation of the Leased Properties estimates.

EXPECTED RESULTS:

Effective administration of leased properties ensuring client satisfaction and fiscal management.

SUB-APPROPRIATION 15-3D

LEASED PROPERTIES

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	**$(000's)**	FTE	$(000's)
OTHER EXPENDITURES				
Transportation		-		-
Communication		-		-
Supplies and Services		-		-
Rent - Real Estate		**23,397.4** [1]		21,675.5
Other Operating		-		-
Total Other Expenditures		**23,397.4**		21,675.5
TOTAL SUB-APPROPRIATION		**23,397.4**		21,675.5

Explanation:

1. Lease cost increases due to rate changes and lease additions/deletions at 54 leasehold sites throughout the province.

SUB-APPROPRIATION 15-3E

PROPERTY SERVICES

OBJECTIVES:

To provide on a divisional level, management, administration, and financial support, and to facilitate program delivery of client departments by providing contract services, residential accommodations, and food services.

To manage the financial activities of the Property Management Division, maintaining an active comptrollership function and ensuring policies and procedures are administered.

ACTIVITY IDENTIFICATION:

Provide field inspection, maintenance and upgrading services for Government employee housing units throughout Manitoba.

Manage the Food Services Program ensuring quality service is provided to clients.

Administer contracts, including composing specifications, preparing tenders and contract documents, advertising and awarding contracts.

Coordinate the preparation of Divisional annual estimates, monthly forecasts, and ensure the timely processing of all payments of accounts and revenues.

EXPECTED RESULTS:

Effective administrative support.

Comfortable, safe and affordable housing to meet client expectations.

Quality food services.

Timely preparation, advertising and award of contracts for services.

Effective management and monitoring of divisional expenditures.

SUB-APPROPRIATION 15-3E

PROPERTY SERVICES

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	**$(000's)**	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**1.00**	**56.8**	1.00	56.8
Professional/Technical	**7.00**	**320.4**	7.00	310.2
Administrative Support	**3.00**	**154.4**	3.00	153.9
Employee Benefits	-	**60.7**	-	66.5
	11.00	**592.3**	11.00	587.4
Less: Allowance for Staff Turnover	-	**(38.3)**	-	(40.3)
Total Salaries & Employee Benefits	**11.00**	**554.0**	11.00	547.1
OTHER EXPENDITURES				
Transportation		**15.5**		15.5
Communication		**6.2**		8.4
Supplies and Services		**290.2**		240.3
Minor Capital		**14.9**		14.9
Other Operating		**17.8**		4.3
Total Other Expenditures		**344.6**		283.4
Total Gross Expenditures		**898.6**		830.5
Recovery from other Appropriations		**(222.2)**		(216.4)
TOTAL SUB-APPROPRIATION		**676.4**		614.1

SUB-APPROPRIATION 15-3F

SECURITY AND PARKING

OBJECTIVES:

To provide security and parking services for provincially owned and leased facilities, personnel and visitors.

ACTIVITY IDENTIFICATION:

The Physical Security Unit provides consulting services to client departments for general security and alarm systems, including system design and procurement. Activities include security awareness training, security electronics, locksmith, and operation of the Communication Centre.

The Security Investigations Unit manages all security services at the Manitoba Legislative Building and other Winnipeg sites, including personal security for elected officials and visiting dignitaries. The Unit serves to provide effective liaison between clients and police authorities throughout the Province.

The Protective Services Unit manages all security services in outlining areas, and the Government Identification Card program. The Unit assesses requests from provincial departments and provides recommendations and guidelines for the provision of government and private guard protection. Activities include contract preparation and review for private security, on behalf of provincial departments.

The Paid Parking Unit provides centralized management, administration and enforcement services for all provincially owned and leased parking facilities. The Unit ensures the limited parking resources are distributed in a fair and equitable manner, under a cost recovery program.

EXPECTED RESULTS:

To ensure Government assets and property are properly protected and staff work in a safe environment at all facilities throughout the Province.

To maintain security of the Seat of Government and to provide for the safety of the Premier, Cabinet Ministers, MLA's, visiting dignitaries, staff and visitors at the Legislative building.

To maximize the use of all provincial owned and leased parking lots to meet the business requirements of government by working with programs to meet their parking needs or cost recovery basis.

SUB-APPROPRIATION 15-3F

SECURITY AND PARKING

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**1.00**	**65.5**	1.00	65.5
Professional/Technical	**84.79**	**3,021.2**	84.79	3,003.0
Administrative Support	**11.00**	**458.4**	11.00	443.4
Employee Benefits	**-**	**320.8**	-	313.1
	96.79	**3,865.9**	96.79	3,825.0
Less: Allowance for Staff Turnover	**-**	**(149.2)**	-	(137.0)
Total Salaries & Employee Benefits	**96.79**	**3,716.7**	96.79	3,688.0
OTHER EXPENDITURES				
Transportation		**155.9**		150.9
Communication		**44.0**		51.4
Supplies and Services		**478.2**		438.2
Minor Capital		**19.9**		19.9
Other Operating		**73.6**		62.7
Total Other Expenditures		**771.6**		723.1
Total Gross Expenditures		**4,488.3**		4,411.1
Recovery from other Appropriations		**(2,092.2)**		(2,082.2)
TOTAL SUB-APPROPRIATION		**2,396.1**		2,328.9

SUB-APPROPRIATION 15-3G

ACCOMMODATION COST RECOVERY

OBJECTIVES:

To charge the cost of owned and leased office and warehouse space to the government program occupants.

ACTIVITY IDENTIFICATION:

Develop, implement and maintain relevant policies and administrative procedures necessary to delivery of the Accommodation Cost Recovery program.

Maintains a perpetual inventory indexed by occupant, of all government owned and leased accommodation.

Identifies the cost of the space occupied by each program and client work group within programs.

Processes a billing to each client work group for the cost of the space it occupies.

Develops and circulates all relevant written guidelines and financial reports.

EXPECTED RESULTS:

Provision of a shared accountability for accommodation management between Government Services and all other departments.

Provision of accommodation cost by client work group as part of their overall program delivery costs. This is expected to lead to a more effective utilization of space.

Provision of costing information enabling management and elected officials to more accurately assess program effectiveness.

Government Services will be held accountable by program managers for its performance in providing suitable accommodations at reasonable cost.

SUB-APPROPRIATION 15-3G

ACCOMMODATION COST RECOVERY

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	$(000's)	FTE	$(000's)
Recovery from other Appropriations		**(46,695.8)**		(44,455.9)
Total Other Expenditures		**(46,695.8)**		(44,455.9)
TOTAL SUB-APPROPRIATION		**(46,695.8)**		(44,455.9)

SUB-APPROPRIATION 15-3H

MINOR CAPITAL PROJECTS

OBJECTIVES:

To maintain the Manitoba Government's portfolio of owned and leased properties.

ACTIVITY IDENTIFICATION:

Minor repairs to Government buildings.

EXPECTED RESULTS:

To maintain existing Government properties in compliance with Workplace Health & Safety Community Building standards.

To provide for office consolidation and relocation.

To maintain Manitoba Government accommodation in a manner that best meets the requirements of the tenant organization.

SUB-APPROPRIATION 15-3H

MINOR CAPITAL PROJECTS

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	$(000's)	FTE	$(000's)
Other Expenditures		**2,916.6**		2,916.6
Total Other Expenditures		**2,916.6**		2,916.6
TOTAL SUB-APPROPRIATION		**2,916.6**		2,916.6

SUB-APPROPRIATION 15-3J

PROCUREMENT SERVICES

OBJECTIVES:

To provide corporate procurement services to all government departments and certain agencies to ensure that each purchase contract represents a fair and reasonable cost to taxpayers, and that it extends competitive opportunity to all interested suppliers.

ACTIVITY IDENTIFICATION:

Provide departments and certain agencies with centralized tendering and contracting services.

Provide product specifications, material identification, cataloguing services and commodity standardization.

Promote Sustainable Development initiatives including the purchase and use of environmentally preferred goods and services, liaison with the vendor community to promote business opportunities and to increase the participation of Aboriginal businesses.

Develop corporate supply strategies and establish contracts for common use goods and services used across government.

Provide consultative services to clients regarding product evaluations, procurement methods, and contract terminology.

Develop and implement corporate procurement policies and establish best practices with input from departmental representation on the Manitoba Procurement Council.

Participate in Federal/Provincial procurement initiatives such as reduction of inter-provincial trade barriers, inter-provincial information networks and initiatives aimed at improving access to government procurement.

Administer government-wide purchasing activity through the delegation of purchasing authority of the Purchasing Card.

EXPECTED RESULTS:

Reduction in overall administrative costs to government through elimination of effort duplication.

Reduction or long term stabilization of the cost of goods or services through demand consolidation and the utilization of procurement supply strategies.

Improved client service through standardised procurement policy and practices and streamlining of operating procedures.

SUB-APPROPRIATION 15-3J

PROCUREMENT SERVICES

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**2.00**	**166.9**	2.00	166.9
Professional/Technical	**17.00**	**916.4**	15.00	810.4
Administrative Support	**18.60**	**760.3**	20.60	849.4
Employee Benefits		**179.8**		171.6
	37.60	**2,023.4**	37.60	1,998.3
Less: Allowance for Staff Turnover	-	**(75.2)**	-	(69.2)
Total Salaries & Employee Benefits	**37.60**	**1,948.2**	37.60	1,929.1
OTHER EXPENDITURES				
Transportation		**20.7**		20.7
Communication		**62.9**		66.9
Supplies and Services		**243.3**		243.3
Minor Capital		**6.5**		6.5
Other Operating		**25.8**		28.4
Total Other Expenditures		**359.2**		365.8
TOTAL SUB-APPROPRIATION		**2,307.4**		2,294.9

SUB-APPROPRIATION 15-3K

GOVERNMENT AIR SERVICES

OBJECTIVES:

To provide safe, economic and efficient air transportation services for clients through effective fleet utilization and co-ordination of programs in provincial and private sector aircraft.

ACTIVITY IDENTIFICATION:

Air Ambulance – In conjunction with Manitoba Health, Air Services provides Lifeflight air ambulance transportation, both in and outside the Province, using two (2) Government owned jets and private sector aircraft.

Fire Suppression – Provides Manitoba's aerial surveillance and forest fire suppression needs in conjunction with Manitoba Conservation, using seven (7) water bombers, three (3) Cessna twin engine birddog aircraft and three (3) De Havilland single Otter aircraft.

General Transportation – When the aircraft are not being utilized for either fire suppression or air ambulance purposes, Air Service provides air transport services for provincial personnel and cargo using the seven (7) passenger Cessna jet, the nine (9) passenger Piper Navajo twin engine aircraft, the three (3), five (5) passenger Cessna 310s, and the three (3) ten (10) passenger float/ski equipped De Havilland Otters. In addition to the actual transport, Air Services also coordinates and audits charter billings for all clients flying in private sector aircraft.

EXPECTED RESULTS:

Air Ambulance – To provide 24 hour, seven days a week, Lifeflight operations to the Provincial and Federal Departments of Health to meet program requirements.

Fire Suppression – To ensure aircraft availability annually from April 1 to October 15 (freeze up) for Manitoba Conservation to meet program expectations in containing forest fires within Manitoba and other jurisdictions on an as required basis.

General Transport – Air Services performs operational program audits to identify the full costs and benefits as well as opportunities for achieving economies of scale through more efficient use of hangar space and aircraft.

To complete a cost-effectiveness analysis of all aircraft to determine economic implications associated with existing types of aircraft and usage.

SUB-APPROPRIATION 15-3K

GOVERNMENT AIR SERVICES

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	**$(000's)**	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**1.00**	**81.0**	1.00	81.0
Professional/Technical	**69.00**	**4,691.4**	69.00	4,469.8
Administrative Support	**8.00**	**362.7**	8.00	326.7
Employee Benefits		**509.3**		584.3
	78.00	**5,644.4**	78.00	5,461.8
Less: Allowance for Staff Turnover		**(198.8)**		(198.8)
Total Salaries & Employee Benefits	**78.00**	**5,445.6**	78.00	5,263.0
OTHER EXPENDITURES				
Transportation		**110.2**		81.9
Communication		**141.7**		51.7
Supplies and Services		**3,803.9**		3,683.9
Stores (including inventory purchases)		**940.9**		740.9
Other Operating		**1,180.0**		880.0
Total Other Expenditures		**6,176.7**		5,438.4
Total Gross Expenditures		**11,622.3**		10,701.4
Recovery from Other Appropriations		**(11,622.3)**		(10,701.4)
TOTAL SUB-APPROPRIATION		**0.0**		0.0

SUB-APPROPRIATION 15-3M

RADIO SERVICES

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	**$(000's)**	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Professional/Technical			8.00	366.0
Administrative Support			1.00	32.8
Employee Benefits				51.0
			9.00	449.8
Less: Allowance for Staff Turnover				(18.1)
Total Salaries & Employee Benefits	**0.00**	**0.0**	9.00	431.7
OTHER EXPENDITURES				
Transportation				30.6
Communication				14.5
Supplies and Services				601.4
Other Operating				69.5
Total Other Expenditures				716.0
Total Gross Expenditures				1,147.7
Recovery from Other Appropriations				(1,147.7)
TOTAL SUB-APPROPRIATION		**0.0** [1]		0.0

Explanation:

1. This function has been transferred to the Fleet Vehicles Agency and, on this basis, no funding is required in the 2003/04 Estimates of Expenditure.

SUB-APPROPRIATION 15-3N

MAIL MANAGEMENT AGENCY

Mail Management became a special operating agency on April 1, 1996. Refer to Section 5 for detailed financial information.

SUB-APPROPRIATION 15-3P

MATERIALS DISTRIBUTION AGENCY

Material Distribution became a special operating agency on April 1, 1993. Refer to Section 5 for detailed financial information.

SUB-APPROPRIATION 15-3Q

LAND MANAGEMENT SERVICES

Land Management became a special operating agency on April 1, 1995. Refer to Section 5 for detailed financial information.

SUB-APPROPRIATION 15-3R

FLEET VEHICLES AGENCY

Fleet Vehicles became a special operating agency on April 1, 1992. Refer to Section 5 for detailed financial information.

Resolution No.	Approp No.	Transportation and Government Services (15) Details of Appropriation	**Estimates of Expenditure 2003/04 $(000's)**	Estimates of Expenditure 2002/03 $(000's)
15.4	4.	EMERGENCY MEASURES ORGANIZATION	**1,580.8**	1,572.9

- Develops, implements and maintains a provincial emergency preparedness program and an emergency response capability consistent with the provisions of the Emergency Measures Act.

- Communicates government policy on disaster assistance, makes decisions re: payments in response to disaster claims, and investigates and reports to the Minister on disaster assistance matters.

SUB-APPROPRIATION 15-4A

EMERGENCY MEASURES ORGANIZATION

OBJECTIVES:

In accordance with the provisions of The Emergency Measures Act:

Promotes emergency preparedness in Manitoba through the review, enhancement and implementation of training and education programs to meet current provincial, municipal and private sector emergency preparedness and planning needs;

Maintains and coordinates provincial emergency response capability to mitigate the effects of major emergencies and/or disasters including the maintenance and implementation of emergency preparedness plans and programs necessary for the protection of life, property and the environment in the Province of Manitoba;

Coordinates departmental activities pertaining to the recovery from disasters, the development and implementation of disaster financial assistance guidelines and federal and provincial policy regarding the evaluation, approval and payment of disaster assistance claims funded from the emergency expenditure financial appropriation.

ACTIVITY IDENTIFICATION:

Maintain, deliver and/or facilitate emergency preparedness training for all levels of government and emergency response organizations.

Promote the maintenance of municipal emergency preparedness plans and departmental plans, including respite capabilities.

Implement a recovery management process, including the development of a public information strategy to address potential emergency events.

EXPECTED RESULTS:

Greater access to emergency preparedness training for government and emergency response organizations, enhancing expertise and knowledge for people involved in the planning and response for future emergencies and/or disasters.

Continued heightened coordination of Provincial emergency activities for the protection of life, property and environment in an emergency or disaster.

Provision for timely reporting of financial impact of emergency events and disaster assistance costs to foster proficiency, accountability, and to support decision making.

SUB-APPROPRIATION 15-4A

EMERGENCY MEASURES ORGANIZATION

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**2.00**	**149.6**	2.00	144.7
Administrative Support	**17.00**	**862.8**	17.00	855.1
Employee Benefits	-	**86.6**	-	86.6
	19.00	**1,099.0**	19.00	1,086.4
Less: Allowance for Staff Turnover	-	**(26.9)**	-	(26.9)
Total Salaries & Employee Benefits	**19.00**	**1,072.1**	19.00	1,059.5
OTHER EXPENDITURES				
Transportation		**90.7**		90.7
Communication		**64.3**		79.3
Supplies and Services		**317.0**		317.0
Minor Capital		**12.9**		12.9
Other Operating		**23.8**		13.5
Total Other Expenditures		**508.7**		513.4
TOTAL SUB-APPROPRIATION		**1,580.8**		1,572.9

Resolution No.	Approp No.	Transportation and Government Services (15) Details of Appropriation	Estimates of Expenditure 2003/04 $(000's)	Estimates of Expenditure 2002/03 $(000's)
15.5	5.	INFRASTRUCTURE WORKS	**202,377.9**	198,722.0

- Provides for the maintenance of Manitoba's primary and secondary road systems.
- Provides for the construction and/or reconstruction, rehabilitation and upgrading of the Provincial Trunk Highway System and the Provincial Road System.
- Provides assistance to cities, towns and villages outside of Winnipeg in the development and maintenance of local transportation needs.
- Provides for roadwork projects in Local Government Districts and Unorganized Territories that are a mix of projects financed 100% by the Province and projects financed on a 50/50 basis between the Province and the Local Government Districts.
- Provides funding for a variety of transportation related capital projects.
- Provides funding for the administration, construction and maintenance of the winter road system.

a) Maintenance Program	**68,303.6**	65,548.1
b) Mechanical Equipment Services	**-**	-
c) Construction Program	**120,000.0**	120,000.0
d) Grant Assistance to Local Governments	**1,450.0**	1,600.0
e) Work in Municipalities, Local Government Districts and Unorganized Territory	**3,212.1**	3,212.1
f) Other Projects	**3,605.8**	3,605.8
g) Winter Roads	**5,806.4**	4,756.0
	202,377.9	198,722.0

SUB-APPROPRIATION 15-5A

MAINTENANCE PROGRAM

OBJECTIVES:

To protect public investment in highway infrastructure and ensure that the traveling public and commercial vehicles are provided with safe, efficient and convenient movement by maintaining roads, bridges and traffic control devices to acceptable standards.

ACTIVITY IDENTIFICATION:

Provides repairs to paved surfaces, including shoulders.

Conducts gravel surface work including dragging, re-gravelling and dust control.

Carries out roadside maintenance, including mowing, weed control and litter pick-up.

Provides maintenance of signs, guardrails, guide posts and traffic control devices.

Performs maintenance on bridges and drainage facilities.

Conducts winter maintenance activities including snow plowing, snow fencing, sanding and salting.

EXPECTED RESULTS:

Maintenance of the provincial highway system to ensure safe and efficient travel.

Preservation of highway infrastructure and aesthetics through adequate mowing, weed control, drainage, and other roadside maintenance activities.

Promotion of safety and travel information to highway users through maintenance of regulatory and information signs and other traffic control devices.

Provision of adequate bridge maintenance to maintain the integrity of the bridge system.

SUB-APPROPRIATION 15-5A

MAINTENANCE PROGRAM

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Professional/Technical	**659.27**	**20,231.9**	659.27	20,231.9
Employee Benefits		**2,547.7**		2,547.7
	659.27	**22,779.6**	659.27	22,779.6
Less: Allowance for Staff Turnover	-	**(486.9)**	-	(115.0)
Total Salaries & Employee Benefits	**659.27**	**22,292.7**	659.27	22,664.6
OTHER EXPENDITURES				
Transportation		**750.0**		740.0
Communication		**600.0**		650.0
Supplies and Services		**43,350.9**		40,203.5
Materials	**13,900.0**		12,500.0	
Railway Crossing Maintenance	**950.0**		950.0	
Grants in Lieu of Taxes	**600.0**		600.0	
Utilities	**1,600.0**		1,600.0	
Equipment	**21,050.9**		19,328.5	
Municipal Maintenance Payments	**1,700.0**		1,725.0	
Other	**3,550.0**		3,500.0	
Other Operating		**1,310.0**		1,290.0
Total Other Expenditures		**46,010.9**		42,883.5
TOTAL SUB-APPROPRIATION		**68,303.6**		65,548.1

SUB-APPROPRIATION 15-5B

MECHANICAL EQUIPMENT SERVICES

OBJECTIVES:

To provide mechanical equipment and warehousing services to support the safe and efficient delivery of the Department's construction, maintenance and remote airport programs in a manner which incorporates the principles of sustainable development and environmental awareness.

ACTIVITY IDENTIFICATION:

Develops policy and standards applicable to the maintenance and preservation of the mechanical equipment fleet and the Department's warehouse operations.

Acquires and services a variety of mechanical equipment required for highway maintenance for the Department.

Operates a network of repair and warehouse facilities throughout the province to provide equipment, materials and parts to the department.

Regularly inspects and provides preventive maintenance on equipment and facilities to prolong service life.

Acquires and maintains equipment required for airport operation to ensure serviceability of remote airports.

EXPECTED RESULTS:

Timely provision of appropriate equipment to deliver cost-effective highway maintenance services.

Provision of equipment and maintenance to ensure the safe and efficient operation of remote provincial airports.

The timely and cost-effective distribution of supplies and equipment parts.

SUB-APPROPRIATION 15-5B

MECHANICAL EQUIPMENT SERVICES

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**1.00**	**68.4**	1.00	68.4
Professional/Technical	**162.50**	**4,619.0**	162.50	4,619.0
Administrative Support	**33.00**	**1,285.1**	33.00	1,285.1
Employee Benefits	-	**559.9**	-	559.9
	196.50	**6,532.4**	196.50	6,532.4
Less: Allowance for Staff Turnover	-	**(62.6)**	-	(62.6)
Total Salaries & Employee Benefits	**196.50**	**6,469.8**	196.50	6,469.8
OTHER EXPENDITURES				
Transportation		**174.9**		174.9
Communication		**69.4**		69.4
Supplies and Services		**15,331.6**		15,331.6
Accommodation	**945.1**		945.1	
Fuel - Truck	**5,225.0**		5,225.0	
Tires	**567.2**		567.2	
Repairs and Maintenance	**5,820.0**		5,820.0	
Utilities	**650.0**		650.0	
Equipment Rentals	**1,572.3**		1,572.3	
Other	**552.0**		552.0	
Other Operating		**730.0**		730.0
Vehicle Insurance	**400.0**		400.0	
Other	**330.0**		330.0	
Warehouse Stores Purchases		**4,357.1**		4,357.1
Total Other Expenditures		**20,663.0**		20,663.0
Total Gross Expenditures		**27,132.8**		27,132.8
Less: Recoverable from other Appropriations		**(27,132.8)**		(27,132.8)
TOTAL SUB-APPROPRIATION		**0.0**		0.0

SUB-APPROPRIATION 15-5C

CONSTRUCTION PROGRAM

OBJECTIVES:

Construction and upgrading of Provincial Trunk Highways, Provincial Roads and related projects.

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	$(000's)	FTE	$(000's)
TOTAL SUB-APPROPRIATION	**329.75**	**120,000.0**	329.75	120,000.0

SUB-APPROPRIATION 15-5D

GRANT ASSISTANCE TO LOCAL GOVERNMENTS

OBJECTIVES:

Provides financial assistance to cities, towns and villages outside the City of Winnipeg in the construction of local transportation needs and provides funding to airport owners on a 50/50 cost-shared basis for projects valued at $5,000 or more.

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	$(000's)	FTE	$(000's)
Aid to Cities, Towns and Villages		**1,300.0**		1,300.0
Airport Capital Assistance Program		**150.0**		300.0
TOTAL SUB-APPROPRIATION		**1,450.0**		1,600.0

SUB-APPROPRIATION 15-5E

WORK IN MUNICIPALITIES, LOCAL GOVERNMENT DISTRICTS AND UNORGANIZED TERRITORIES

OBJECTIVES:

Roadwork projects that are financed 100% by the Province or on a 50/50 basis between the

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	**$(000's)**	FTE	$(000's)
Salaries and Wages	**25.00**	**882.1**	25.00	882.1
Other Expenditures		**2,330.0**		2,330.0
TOTAL SUB-APPROPRIATION	**25.00**	**3,212.1**	25.00	3,212.1

SUB-APPROPRIATION 15-5F

OTHER PROJECTS

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	**$(000's)**	FTE	$(000's)
Highway Maintenance Equipment		**20.0**		20.0
Airport Improvements		**2,995.1**		2,995.1
Ferries and Landings		**120.9**		120.9
Building and Storage Yards		**429.8**		429.8
Improvements to Weigh Scales		**40.0**		40.0
TOTAL SUB-APPROPRIATION		**3,605.8**		3,605.8

SUB-APPROPRIATION 15-5G

WINTER ROADS

OBJECTIVES:

To facilitate the hauling of freight to northern and remote communities through the construction and maintenance of winter roads.

To maximize the creation of local employment opportunities.

ACTIVITY IDENTIFICATION:

Identifies areas for winter road construction to be funded exclusively by the Province and cost-shared between the Government of Manitoba and the Government of Canada.

Funds and administers the construction and maintenance of winter roads in designated areas.

EXPECTED RESULTS:

Lower cost and more convenient transportation of bulk goods to northern and remote communities in Manitoba.

The development of local employment opportunities in northern and remote areas.

SUB-APPROPRIATION 15-5G

WINTER ROADS

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	$(000's)	FTE	$(000's)
Winter Road - 100% Provincial		**405.0**		351.0
Winter Roads - Shareable with Canada and Third Parties		**5,401.4**		4,405.0
TOTAL SUB-APPROPRIATION		**5,806.4**		4,756.0

Resolution No.	Approp No.	Transportation and Government Services (15) Details of Appropriation	**Estimates of Expenditure 2003/04 $(000's)**	Estimates of Expenditure 2002/03 $(000's)
15.6	6.	AMORTIZATION AND OTHER COSTS RELATED TO CAPITAL ASSETS	**25,879.7**	23,943.0
		• Provides for costs related to capital assets.		
		(a) Air Services	**430.0**	139.6
		(b) Desktop Services	**728.1**	1,390.5
		(c) Amortization Expense	**11,978.8**	10,868.0
		(d) Interest Expense	**12,742.8**	11,544.9
			25,879.7	23,943.0

SUB-APPROPRIATION 15-6

AMORTIZATION AND OTHER COSTS RELATED TO CAPITAL ASSETS

OBJECTIVES:

Provides for costs related to capital assets.

ACTIVITY IDENTIFICATION:

Amortization of Better Methods (SAP).

Amortization of tangible capital asset inventory.

Amortization of desktop hardware and transition.

Desktop Enterprise Software Licences.

Interest expense related to tangible capital assets.

EXPECTED RESULTS:

The systematic write-off to expense of the cost of an asset over its expected economic useful life.

SUB-APPROPRIATION 15-6

AMORTIZATION AND OTHER COSTS RELATED TO CAPITAL ASSETS

	Estimates of Expenditure 2003/04 $(000's)	Estimates of Expenditure 2002/03 $(000's)
(a) Air Services		
(1) Amortization Expense	**2,596.9**	2,185.7
(2) Recoverable from other Appropriations	**(2,166.9)**	(2,046.1)
Subtotal (b)	**430.0**	139.6
(b) Desktop Services		
(1) Amortization Expense - Hardware and Transition	**353.7**	861.8
(2) Amortization Expense - Enterprise Software	**0.0**	154.3
(3) Enterprise Software Licenses	**374.4**	374.4
Subtotal (c)	**728.1** [1]	1,390.5
(c) Amortization Expense	**11,978.8**	10,868.0
(d) Interest Expense	**12,742.8**	11,544.9
TOTAL APPROPRIATION	**25,879.7**	23,943.0

Explanation:

1. Decrease in the amortization expense for hardware and enterprise software consistent with those costs capitalized under the original desktop management initiative.

PART 3

HISTORICAL INFORMATION

SCHEDULE 7

DEPARTMENT OF TRANSPORTATION AND GOVERNMENT SERVICES
FIVE YEAR EXPENDITURE AND STAFFING SUMMARY BY APPROPRIATION ($000)
FOR YEARS ENDING MARCH 31, 2000 - MARCH 31, 2004

	ACTUAL ESTIMATES OF EXPENDTIURES						ADJUSTED ESTIMATES OF EXPENDITURES		PRINTED MAIN ESTIMATES OF EXPEND.	
	1999/2000		2000/01		2001/02		2002/03		2003/04	
	FTE	$	FTE	$	FTE	$	FTE	$	FTE	$
Administration and Finance	117.50	8,207.1	109.50	8,072.2	115.25	8,372.3	123.75	9,170.0	124.25	9,315.0
Highways and Transportation Programs	831.48	57,447.5	834.48	59,613.9	833.48	60,851.9	894.69	64,723.7	890.69	65,478.6
Government Services Programs	657.66	33,376.6	599.46	34,035.0	600.86	37,001.3	678.46	35,160.6	669.46	36,435.9
Emergency Management Organization	14.30	1,264.6	17.00	1,324.2	17.00	1,346.9	19.00	1,572.9	19.00	1,580.8
Infrastructure Works	1,177.00	175,954.8	1,165.00	178,385.3	1,168.00	176,660.1	1,210.52	198,722.0	1210.52	202,377.9
Amortization of Capital Assets		11,112.9		11,475.7		25,536.2		23,943.0		25,879.7
TOTAL	**2,797.94**	**287,363.5**	**2,725.44**	**292,906.3**	**2,734.59**	**309,768.7**	**2,926.42**	**333,292.2**	**2,913.92**	**341,067.9**

PART 4

CAPITAL INVESTMENT

CAPITAL INVESTMENT

OBJECTIVES:

To acquire and maintain capital assets which are administered by this Department for the Manitoba Government.

ACTIVITY IDENTIFICATION:

Acquisition, construction and major repairs to capital assets owned by the Manitoba Government and administered by this Department, including corporate desktop assets and air services capital.

EXPECTED RESULTS:

To ensure recognition of all capital costs associated with the acquisition, construction and maintenance of physical assets.

Resolution No.	Approp No.	Details of Appropriation	**Estimates of Expenditure 2003/04 $(000's)**	Estimates of Expenditure 2002/03 $(000's)
B.9	9.	CAPITAL INVESTMENT	**27,440.0**	24,700.0
		• Provides for the acquisition of highways maintenance equipment; construction of physical assets and major renovation projects; acquisition and maintenance of government aircraft and development and testing of information technology projects.		
		(a) Transportation Capital Projects and Equipment	**9,509.1**	7,439.6
		Less: Third Party Recoveries	**(2,569.1)**	(2,039.6)
		Subtotal	**6,940.0**	5,400.0
		(b) Government Services Capital Projects	**14,000.0**	13,600.0
		(c) Air Services Capital Projects	**6,500.0**	5,700.0
			27,440.0	24,700.0

PART 5

SPECIAL OPERATING AGENCIES

FLEET VEHICLES AGENCY

BACKGROUND

In 1934, Fleet Vehicles was created as a branch of the Manitoba Provincial government to provide a centralized fleet management program. It was established to maximize efficiencies in vehicle acquisitions, maintenance and use, and to lower overall vehicle operating costs to government. On April 1, 1992, the Branch was approved as a Special Operating Agency (SOA), the first such agency at the provincial level in Canada. On April 1, 2003, the agency assumed orgnaizational responsibility for Radio Services.

RESPONSIBILITY

Fleet Vehicles Agency (*FLEET*) provides competitive, comprehensive fleet management services to public sector organizations in Manitoba, including provincial departments, agencies and crown corporations. The fleet consists of approximately 2,600 vehicles including trucks (52%), vans (31%), sedans (14%) and ambulances (3%) operating from more than 600 locations throughout the province. The fleet travels more than 55 million kilometres annually. Approximately one-third of the fleet is serviced by *FLEET*'s central Winnipeg garage with the remainder serviced by the Agency's private sector contacts throughout Manitoba, with *FLEET* ensuring high service standards to clients regardless of location. Radio Services is responsible for evaluating and supplying the fixed and mobile radio requirements of its provincial and other clients.

VISION

TO PROVIDE ALL VEHICLE AND EQUIPMENT MANAGEMENT SERVICES TO THE BROADER PUBLIC SECTOR.

MISSION

WE ARE COMMITTED TO PROVIDE OUR CLIENTS WITH A COMPLETE RANGE OF QUALITY FLEET MANAGEMENT SERVICES TO ASSIST IN THE EFFICIENT DELIVERY OF PUBLIC PROGRAMS.

CRITICAL SUCCESS FACTORS

- Enhance the value and quality of our service to meet stakeholders' expectations.
- Administer assets and resources in a fiscally responsible manner.
- Operate efficient and effective management information systems.
- Advance new market opportunities.
- Foster an Agency that informs, prepares and empowers employees.

SPECIAL OPERATING AGENCY STATUS

Fleet Vehicles became a Special Operating Agency (SOA) on April 1, 1992. Operating as a SOA has led to improved customer service and service quality, while reducing the provincial government's overall vehicle costs. With the introduction of an improved rate structure and comprehensive fleet management information system, clients have expressed greater satisfaction with the services provided.

2003/04 KEY GOALS AND OBJECTIVES

Marketing and Sales:

- Increase revenues in identified target markets by 5% for the year ending March 31, 2004, as compared to the preceding year.
- Provide light duty vehicle services to a minimum of two school divisions and full fleet management services to a minimum of two rural municipalities by March 31, 2004.

Service:

- Acquire suitable vehicles for *FLEET* clients and dispose of vehicles at an optimum time in order to meet clients' ground transportation needs and lower overall vehicle costs.
- Maximize vehicle repair facility efficiencies to ensure high quality service to provincial and broader public sector clients operating within the vicinity of Winnipeg.
- Increase awareness of the Sustainable Development initiatives with customer and prospective customer vehicle coordinators and drivers.

Organization and Management:

- Retain existing clients through efficiencies and increased customer satisfaction.
- Prepare a skilled workforce for the changing work environment.
- Increase awareness of the Sustainable Development initiatives including the use and benefits of ethanol and the decrease of engine idling with all levels of staff at *FLEET*.
- Implement a customer service program by March 31, 2004, to monitor customer satisfaction levels.
- Continue to work towards the amalgamation of the operations of *FLEET* and the Mechanical Equipment Services Branch of Manitoba Transportation.

Finance:

- Provide financial services and support to *FLEET* management and staff to assist them in meeting *FLEET*'s program delivery objectives and to ensure compliance with government policies.
- Ensure that *FLEET*'s reliance on Loan Act Authority to finance the purchase of new and replacement vehicles (except for ambulances) is not increased when compared to levels in recent years.
- Pay revenue sharing to the Consolidated Fund on a quarterly basis in accordance with the established revenue sharing formula.

2003/04 KEY TARGETS

- Be the successful bidder on 100% of current client tenders issued for vehicle leasing and management for the 2003/04 business year.

- Maintain repair services that are cost competitive through a quarterly minimum shop labour efficiency rate of 90% and a maximum parts mark-up of 16% during 2003/04.

- Ensure high quality service work by maintaining a maximum work order comeback rate below 1.0%.

- Investigate manufacturer and vehicle options for purchases of replacement vehicles that use a combination of ethanol and gasoline.

- Continue to maintain *FLEET*'s Loan Act Authority draw down percentage relative to vehicle costs (except for ambulances) at a maximum rate of 60% each year.

- Maximize *FLEET*'s cash position by maintaining days sales in receivables at no more than 35 days at the end of each quarter.

- Provide an average of a minimum of 10 hours of development training for all repair facility staff in 2003/04.

- Ensure all *FLEET* managers and staff receive training identified from the yearly Performance Management program within 12 months of identification.

- Introduce "competency-based jobs" process by September 30, 2003, to *FLEET* managers to formalize the succession-planning process at *FLEET*.

- Develop reports in Keys, our fleet management information system, on vehicle utilization, revenues and expenses to better manage our fleet and its related operations.

- Work with current customers to match their vehicle needs to their program requirements.

- Find and partner with organizations and committees that have connections to, and the respect of, potential customers in the broader public sector.

- Explore opportunities to advertise, attend trade shows, write articles for association publications, speak at regional meetings, and conduct workshops at conventions.

- Work towards specifying E85s for all model year 2004 new and replacement Mini Vans purchased for customers.

- When and where resources are underutilized in a geographic region, promote our services to other customers and new markets: e.g. local school divisions or other customers within the region.

- In conjunction with the Departments of Transportation and Government Services and Energy, Science and Technology, work towards the development of a provincial strategy to increase the use of hybrid fuel/electric powered vehicles in the Province's fleet.

- Work with the Radio Services staff to assimilate their operations into *FLEET* and work towards making their service a specialty function offered by *FLEET*.

- Develop a strategy in conjunction with the Radio Services staff to jointly reach the emergency services operations in Manitoba municipalities, thereby offering them a viable alternative to the now defunct MTS service that enabled the monitoring of 911 calls in each municipality's respective area.

FLEET VEHICLES AGENCY

AN AGENCY OF THE SPECIAL OPERATING AGENCIES FINANCING AUTHORITY

Proforma Balance Sheet

$(000s)

	Mar 31/03	**Mar 31/04**	Mar 31/05
Assets			
Current			
Cash	-	**-**	-
Receivables	2,716.0	**2,949.0**	3,004.0
Inventories	60.0	**140.0**	140.0
Prepaids	1,439.0	**1,487.0**	1,533.0
	4,215.0	**4,576.0**	4,677.0
Capital assets	38,110.0	**38,614.0**	41,167.0
Receivable from the Province of Manitoba	194.0	**228.0**	228.0
	42,519.0	**43,418.0**	46,072.0
Liabilities			
Current			
Working capital payable, net of cash	3,671.0	**2,695.0**	2,916.0
Payables and accruals	1,000.0	**1,050.0**	1,050.0
Revenue sharing to the Consolidated Fund	375.0	**375.0**	250.0
Unearned revenue	900.0	**925.0**	950.0
Current portion of long term debt	4,993.0	**5,599.0**	6,266.0
	10,939.0	**10,644.0**	11,432.0
Long term debt, less current portion included above	14,013.0	**14,621.0**	15,854.0
Severance pay liability	278.0	**347.0**	357.0
	25,230.0	**25,612.0**	27,643.0
Equity			
Contributed equity	4,118.0	**4,248.0**	4,248.0
Retained earnings	13,171.0	**13,558.0**	14,181.0
	17,289.0	**17,806.0**	18,429.0
	42,519.0	**43,418.0**	46,072.0

FLEET VEHICLES AGENCY

AN AGENCY OF THE SPECIAL OPERATING AGENCIES FINANCING AUTHORITY

Proforma Statements of Earnings and Retained Earnings

$(000s)

	Mar 31/03	Mar 31/04	Mar 31/05
Revenue			
Vehicle leases	23,934.0	**24,874.0**	25,277.0
Gain on disposal of vehicles	744.0	**528.0**	645.0
Interest income	10.0	**10.0**	10.0
Other revenue	1,508.0	**1,673.0**	1,713.0
Radio Services	-	**1,147.7**	1,175.0
	26,196.0	**28,232.7**	28,820.0
Expenses			
Salaries	2,000.0	**2,571.7**	2,590.0
Vehicle and Radio Services operating expenses	19,491.0	**21,111.0**	21,811.0
Administrative expenses	1,343.0	**1,425.0**	1,422.0
Community service	36.0	**40.0**	42.0
Interest expense	1,124.0	**1,198.0**	1,332.0
	23,994.0	**26,345.7**	27,197.0
Net earnings	2,202.0	**1,887.0**	1,623.0
Retained earnings, beginning of year	12,469.0	**13,171.0**	13,558.0
Net earnings	2,202.0	**1,887.0**	1,623.0
Revenue sharing to the Consolidated Fund	(1,500.0)	**(1,500.0)**	(1,000.0)
Retained earnings, end of year	13,171.0	**13,558.0**	14,181.0

NOTE:

Salaries are projected at current staffing levels. Salary increases are in line with the Master Agreement through March 31, 2003, with no increases projected for the years ending March 31, 2004 and 2005. Benefits are calculated at 16.83% of salaries, plus severance pay.

FLEET VEHICLES AGENCY

AN AGENCY OF THE SPECIAL OPERATING AGENCIES FINANCING AUTHORITY

Proforma Statement of Cash Flows

$(000s)

	Mar 31/03	**Mar 31/04**	Mar 31/05
Cash flows from operating activities			
Net earnings	2,202.0	**1,887.0**	1,623.0
Amortization	7,786.0	**8,040.0**	8,301.0
Gain on disposal of vehicles	(744.0)	**(528.0)**	(645.0)
Increase in severance pay liability	17.0	**69.0**	10.0
	9,261.0	**9,468.0**	9,289.0
Change in:			
Receivables	(253.0)	**(233.0)**	(55.0)
Inventories	1.0	**(80.0)**	-
Prepaids	(223.0)	**(48.0)**	(46.0)
Payables and accruals	(92.0)	**50.0**	-
Revenue sharing to the Consolidated Fund	25.0	**-**	(125.0)
Unearned revenue	426.0	**25.0**	25.0
Net cash provided by operating activities	9,145.0	**9,182.0**	9,088.0
Cash flows from investing activities			
Proceeds from disposal of vehicles	2,204.0	**2,307.0**	2,477.0
Acquisition of vehicles	(9,844.0)	**(10,176.0)**	(12,618.0)
Acquisition of equipment	(132.0)	**(147.0)**	(68.0)
Acquisition of leasehold improvements	(61.0)	**-**	-
Consolidation of net assets of Radio Services	-	**130.0**	-
Net cash used in investing activities	(7,833.0)	**(7,886.0)**	(10,209.0)
Cash flows from financing activities			
Proceeds from Loan Act Authority draw downs	5,325.0	**6,375.0**	7,705.0
Long term debt repayments	(4,899.0)	**(5,161.0)**	(5,805.0)
Revenue sharing to the Consolidated Fund	(1,500.0)	**(1,500.0)**	(1,000.0)
Receivable from the Province of Manitoba	-	**(34.0)**	-
Net cash provided by (used in) financing activities	(1,074.0)	**(320.0)**	900.0
Net increase (decrease) in cash	238.0	**976.0**	(221.0)
Working capital payable, net of cash			
Beginning of year	(3,909.0)	**(3,671.0)**	(2,695.0)
End of year	(3,671.0)	**(2,695.0)**	(2,916.0)

LAND MANAGEMENT SERVICES

BACKGROUND

The Land Acquisition Branch was created in 1965 as part of the Department of Public Works. *The Land Acquisition Act* was passed into law in the same year to bring consistency and uniformity to the process of real estate acquisition by government. Part I of *The Land Acquisition Act* established the Land Acquisition Branch and Part II established The Land Value Appraisal Commission.

RESPONSIBILITY

The Land Acquisition Branch was made responsible for the appraisal and acquisition of real property for Departments and Government Agencies, or the expropriation of land by any authority, as well as the disposal of surplus buildings and land. The head office was decentralized to Portage la Prairie in April 1993, with a regional office continuing to be located in Brandon and Dauphin, with appraisers located in Winnipeg, Brandon, Dauphin and Portage La Prairie.

MISSION

TO PROVIDE COMPREHENSIVE LAND MANAGEMENT SERVICES
TO VARIOUS LEVELS OF GOVERNMENT, DEPARTMENTS, BOARDS,
COMMISSIONS, CORPORATIONS, AGENCIES AND CLIENTS

VISION

TO BE THE PRINCIPAL SUPPLIER OF A CENTRALIZED,
ALL INCLUSIVE REAL ESTATE SERVICE TO THE PUBLIC SECTOR
USING AN OPTIMAL BLEND OF INTERNAL AND EXTERNAL RESOURCES

CRITICAL SUCCESS FACTORS

- Continued implementation of succession plans:

  Expected Result: To ensure continuity of services to LMS clients.

- Conduct regular staff meetings of all business areas of LMS to facilitate the sharing of ideas to afford staff the means to address operational opportunities:

  Expected Result: Empowerment of employees.

- Continued training of employees will be a major initiative of the Agency:

  Expected Result: Achievement of restructuring program delivery.

- Expansion or enhancement of products, services and delivery programs provided:

  Expected Result: Implementation of change management program to meet ever increasing client requirements.

- Continued review and redesign of technology:

  Expected Result: Achieve greater efficiencies, reduction of ongoing costs and develop effective market tools.

SPECIAL OPERATING AGENCY STATUS

Land Management Services became an SOA to provide more timely and cost-effective services to Government Departments, Boards, and Agencies.

Land Management Services, in its efforts to improve services, has concentrated on improving internal processes by developing information systems, and strengthening internal and external communications.

Specific initiatives include:
- Clearly defining operations;
- Setting demanding goals for performance and developing strategies for attaining these goals;
- Applying and adapting the best private and public sector management techniques;
- Monitoring performance to ensure continuous progress toward goals.

GOALS

- To provide Government with opportunities to reduce annual expenses for real estate interests held in Manitoba.
- To have access to a consolidated real property inventory listing of all Manitoba owned land and/or buildings.
- To be the service provider of choice by all levels of Government for real estate services.

OBJECTIVES

- To successfully implement succession planning to ensure continuity of service.
- To ensure that an accessible, safe and secure environment is maintained for all record storage.
- To stabilize and expand LMS's information technology to enhance services and diverse marketing tools.

Business Practices & Principles

- To run Agency operations, as far as practical, according to best business practices.
- To maintain and renew equipment and other assets, in light of operational needs, using appropriate methods of investing.
- To promote staff participation in the ongoing development of operational efficiencies in all aspects of operations.
- To continually asses the Agency's policies and procedures in relation to overall efficiency and effectiveness.

2003/2004 Key Targets

- To develop a tracking system that will identify the number of days it takes to complete processing of current files with our goal being within 60 days of LVAC certification.

- To finalize a minimum of 600 backlog files for Manitoba Conservation by March 31, 2004.

- That senior staff provide mentoring to junior staff in order that the Agency's succession objectives are achieved:
  - By transferring the duties and expertise required, to perform consulting and expropriation duties in a timely manner so that customer service is maintained or improved by December 2004;
  - To have in place qualified appraisal/acquisition staff to ensure the Agency's succession objectives are achieved.

- Reduce duplication of real estate services within Manitoba Public Sector in accordance with LMS Goals and Objectives:
  - To take a leading, consultative role in the rationalization and enhancement of the management of provincial property assets;
  - To continue existing, as well as commencing new revenue generating activities in a systematic manner, which will move the Agency towards the realization of the long term goal.

- To dispose of surplus Government properties including land and/or improvements in a timely manner. Increase efficiencies and client satisfaction:
  - Implement electronic project tracking;
  - Identify and minimize time lag in receiving estimates of market value to 30 days;
  - Identify and minimize delays encountered in providing asking price to a Municipal authority or Entitlement First Nation once the estimate of market value is received within 15 days.

- To assist Treasury Board by identifying Government properties that may be suitable for disposition. Increase property identification properties for sale by 10%:
  - Contact Inter-Governmental Affairs to obtain report on Annual GILT payments. The report is to include: Tax Authorities, Roll numbers, Total assessed value and building assessment if applicable, exemption status (taxes) and Department responsible;
  - Contact Departments identifying lands without improvements for verification of intended use;
  - Report findings to Treasury Board and arrange disposition as directed.

- Improve efficiencies and results by safeguarding and maximizing assets and resources:
  - Return to a positive return on assets/investments with a minimum 25% return;
  - Liquidity ratio of 1.20 to 1;
  - Reduce operating line borrowings by 45% based on projected year end borrowing;
  - Maintain 45 days collection period in receivables.

LAND MANAGEMENT SERVICES

AN AGENCY OF THE SPECIAL OPERATING AGENCIES FINANCIAL AUTHORITY

Pro-Forma Balance Sheet

$(000s)

	Mar 31/03	Mar 31/04	Mar 31/05
Assets			
Current Assets:			
Cash and short term deposits	-	-	165.1
Accounts receivable	308.5	339.1	334.6
Work in progress	115.2	136.7	136.0
Prepaid expenses	15.0	15.0	15.0
Total Current Assets	438.7	490.8	650.7
Other Assets:			
Pension - Trust	-	-	-
Finalizing - Trust	3.2	3.4	3.5
Receivable from the Province of Manitoba	324.1	324.1	324.1
Fixed Assets (Net)	279.2	218.9	176.9
Total Assets	1,045.2	1,037.2	1,155.2
Liabilities			
Current liabilities:			
Working capital payable	147.7	80.2	-
Accounts payable and accrued liability	207.9	222.4	222.8
Funds held in trust	100.0	100.0	100.0
Total current liabilities	455.6	402.6	322.8
Other long-term liabilities:			
Pension Liability	-	-	-
Severance pay liability	191.1	167.7	188.8
Finalizing - unearned revenue	3.2	3.4	3.5
	194.3	171.1	192.3
Total Liabilities	649.9	573.7	515.1
Sale of surplus land reserve	125.0	125.0	125.0
Retained earnings	270.3	338.5	515.1
Total Liabilities & Equity	1,045.2	1,037.2	1,155.2

LAND MANAGEMENT SERVICES

AN AGENCY OF THE SPECIAL OPERATING AGENCIES FINANCIAL AUTHORITY

Pro-Forma Statement of Earnings and Retained Earnings

$(000s)

	Mar 31/03	Mar 31/04	Mar 31/05
Recoveries			
Special Projects	1.0	**141.1**	163.9
Processing	678.7	**920.3**	890.9
Appraisal	993.4	**1,323.5**	1,395.0
Sales/Leasing	383.6	**349.7**	270.9
Other	-	-	-
Total Recoveries	2,056.7	**2,734.6**	2,720.7
Expenses			
Salaries and Benefits	1,435.6	**1,620.0**	1,572.9
Expenses	850.7	**796.4**	721.1
Total Expenses	2,286.3	**2,416.4**	2,294.0
Net Earnings	(229.6)	**318.2**	426.7
Retained earnings, opening	674.9	**270.3**	338.5
Sale of surplus land reserve	200.0	**125.0**	125.0
Revenue Sharing	(250.0)	**(250.0)**	(250.0)
	624.9	**145.3**	213.5
Retained Earnings, closing	395.3	**463.5**	640.2

LAND MANAGEMENT SERVICES

AN AGENCY OF THE SPECIAL OPERATING AGENCIES FINANCING AUTHORITY

Pro-Forma Statement of Cash Flows

$(000s)

	Mar 31/03	**Mar 31/04**	Mar 31/05
Cash derived from (applied to)			
OPERATING			
Net Earnings	(229.6)	**318.2**	426.7
Amortization	153.5	**115.3**	77.0
Increase in pension liability	-	**-**	-
Increase in severance pay liability	(43.7)	**(23.3)**	21.0
	(119.8)	**410.2**	524.7
Accounts receivable & work in progress	(155.1)	**(52.2)**	5.2
Receivable - Province of Manitoba	-	**-**	-
Prepaid expenses	(1.7)	**-**	-
Change in payables and accruals	(331.7)	**14.5**	0.4
Funds held in Trust	(209.5)	**-**	-
Unearned Revenue	0.1	**0.2**	0.2
Cash provided by operations	(817.7)	**372.7**	530.5
INVESTING:			
Acquisition of fixed assets	(120.0)	**(55.0)**	(35.0)
Pension - Trust	-	**-**	-
Special projects - Trust	(0.1)	**(0.2)**	(0.2)
	(120.1)	**(55.2)**	(35.2)
FINANCING:			
Revenue sharing	(250.0)	**(250.0)**	(250.0)
	(370.1)	**(305.2)**	(285.2)
Net increase (decrease) in cash	(1,187.8)	**67.5**	245.3
Cash and working capital payable	1,040.1	**(147.7)**	(80.2)
End of year - closing	(147.7)	**(80.2)**	165.1

MATERIALS DISTRIBUTION AGENCY

BACKGROUND

In 1974, Materials Distribution was created to cost effectively meet the supply needs of departments and certain boards, commissions, and agencies of the Crown for a variety of common items. On April 1, 1993, the Branch was approved as Manitoba's second Special Operating Agency, known as Materials Distribution Agency (MDA). Since then, MDA has assumed responsibility for providing home care medical supplies and equipment to Manitobans and later for Children with Special Needs and in the provision of warehousing and distribution services for the Manitoba Textbook Bureau.

RESPONSIBILITY

The Materials Distribution Agency provides supplies for eight different commodity groups including stationery and office supplies; Laboratory, X-ray, ultrasound and ECG supplies; janitorial supplies; medical supplies; reproductive health supplies; office furnishings; furniture; computer software; licences and manuals. MDA also manages six different services including home care equipment rental; warehousing inventory and distribution services; office equipment service and rental; copy centre management; transportation, moving and storage services; and disposal services.

MISSION

WE ARE A DYNAMIC LOGISTICS ORGANIZATION COMMITTED TO PROVIDING VALUED PRODUCTS AND INNOVATIVE SERVICES WITHIN THE PUBLIC SECTOR.

VISION

TO BECOME THE SUPPLIER OF CHOICE FOR THE PROVINCE OF MANITOBA'S MATERIAL MANGEMENT NEEDS INCLUDING THE PROVISION OF COMMON SUPPLIES, EQUIPMENT, RENTAL, MOVING, STORAGE AND DISPOSAL.

ORGANIZATIONAL GOALS

- To increase employee job satisfaction and foster a respectful workplace;
- To sustain and improve customer service by developing infrastructure; setting standards and meeting or exceeding customer needs; and
- To grow our business while maintaining or decreasing over government expenditures.

CRITICAL SUCCESS FACTORS

- Staffing - MDA works to ensure that staff are well trained and satisfied with their jobs, working conditions and future opportunities with the Agency..

- Customer Support Service - MDA is developing a centre of client service excellence.

- Marketing - Seeks to grow its business while maintaining or reducing overall government expenditures.

- Logistics Developing a centre of logistics expertise and uses that expertise to improve warehouse processes and efficiencies.

- Technology - Developing the staff and systems that can meet the needs of MDA operations and its clients.

- Finance - Utilizing a financial framework that reflects efficient and effective business and administrative practices.

- Purchasing and Contracts - Providing its clients with the goods they need, when they need it and at the lowest possible costs.

SPECIAL OPERATING AGENCY STATUS

At the end of the fiscal year, the Agency will have met a number of challenges since its inception as an SOA. The most significant milestones have included:

- Expanded market to include all Manitoba municipalities and Federal government offices located in Manitoba (1995/96);
- Integrated the Home Care Equipment and Supplies Program (HCESP) (1996/97);
- Developed a response for a Group Purchasing Program for the Regional Health Authorities (1997/98);
- Integrated the Office Equipment Services (OES) program (1998/99);
- Implemented an interim financial management and inventory system (1999/00);
- Undertaken a human resource and organizational review (2001/02);
- Integrated Textbook warehousing and distribution on behalf of the Manitoba Textbook Bureau (2001/02);
- Implemented first phase of delivery of home care supplies and equipment to Manitobans with Special Needs (2001/02);
- Developed the province's RFP for the provision of Microsoft software (2001/02);
- Introduced first phase of electronic invoicing to government clients (2001/02);
- Undertaken review of warehouse logistics and planning and implemented interior improvements (2001/02);
- Initiated business planning design and RFP development for web-integrated and electronic ordering system (2001/02);
- Restructured its personnel into more effective, focused operational groups (2002/03);
- Improved turnaround time for order delivery (2002/03);
- Introduced new electronic fulfillment shipping module (2002/03);
- Introduced electronic ordering through SAP for government clients (2002/03);
- Integrated Inventory, Warehousing and Distribution of Publications for Manitoba Health (2002/03);
- Introduced electronic ordering for Employment & Income Assistance careworkers (2002/03).
- Integrated warehousing and distribution of textbooks on behalf of Manitoba Textbook Bureau (2002/03).

2003/2004 KEY TARGETS

- Relocate to a new warehouse and office site (2003/04).
- To develop a centre of customer service excellence.
- To complete move to new site.
- To develop logistics expertise and streamline standardized processes.

To ensure quality service by maintaining a two day turnaround time for medical orders 95% of the time, an average one (1) business day turnaround time for 98% on stationery for urban orders and an average of three (3) business day turnaround for 98% of rural orders.

- Integrate new business lines and clients.
- To implement electronic transfer of payment information from SAP to Great Plains for government clients and from the WRHA to Great Plains.

SPECIAL OPERATING AGENCY OVERVIEW

- Created in 1974 to provide centralized materials management services for government departments, boards, commissions, and agencies. On April 1, 1993, Materials Distribution Agency (MDA) was approved as Manitoba's second SOA.
- Support services include:
  - storage, disposal
  - government office relocations
  - management of key copy centres
- Manages:
  - The Home Care Equipment and Supplies Program which entails the rental of over 22,000 pieces of medical equipment,
  - the distribution operations of the MTBB beginning April 1, 2002
- Provides logistics and maintenance support for a wide range of office equipment.
- 55 FTE (regular) and 8.5 FTE (term) for 2003/04.
- New facilities at 1715 St. James Street has over 75,000 square feet of office and warehouse space.

MATERIALS DISTRIBUTION AGENCY

AN AGENCY OF THE SPECIAL OPERATING AGENCIES FINANCIAL AUTHORITY

Pro-Forma Balance Sheet

$(000s)

	Mar 31/03	Mar 31/04	Mar 31/05
Assets			
Current			
Cash & cash equivalents	2,049.0	**2,009.0**	1,970.0
Investments pension related	-	-	-
Accounts Receivable	2,500.0	**2,296.0**	2,220.0
Accounts Receivable - Province of Manitoba	288.0	**288.0**	288.0
Inventories	1,300.0	**1,400.0**	1,400.0
Prepaid expenses	35.0	**76.0**	47.0
	6,172.0	**6,069.0**	5,925.0
Capital Assets	700.0	**695.0**	690.0
Other Assets	540.0	**545.0**	560.0
	1,240.0	**1,240.0**	1,250.0
Total Assets	7,412.0	**7,309.0**	7,175.0
Liabilities			
Current			
Payables and accruals	1,858.0	**1,800.0**	1,700.0
Severance liability	225.0	**220.0**	225.0
	2,083.0	**2,020.0**	1,925.0
Equity			
Contributed Equity	1,246.0	**1,246.0**	1,246.0
Retained Earnings	4,083.0	**4,043.0**	4,004.0
	5,329.0	**5,289.0**	5,250.0
Total Liabilities & Equity	7,412.0	**7,309.0**	7,175.0

MATERIALS DISTRIBUTION AGENCY

AN AGENCY OF THE SPECIAL OPERATING AGENCIES FINANCIAL AUTHORITY

Pro-Forma Statement of Earnings and Retained Earnings

$(000s)

	Mar 31/03	**Mar 31/04**	Mar 31/05
Revenue			
Sales	19,243.0	**20,522.0**	20,752.0
Less: Cost of goods sold	(15,006.0)	**(16,078.0)**	(16,228.0)
Gross Profit	4,237.0	**4,444.0**	4,524.0
Expenses			
Salaries and Pension Benefits	2,680.0	**2,647.0**	2,704.0
Pension costs	-	**-**	-
Occupancy	375.0	**784.0**	790.0
Administrative Expenses	730.0	**740.0**	758.0
	3,785.0	**4,171.0**	4,252.0
Other income	-	**-**	-
Net Earnings	532.0	**360.0**	361.0
Revenue Sharing to the Consolidated Fund	(400.0)	**(400.0)**	(400.0)
Contribution to community & other gov't programs	-	**-**	-
Retained Earnings, beginning of year	3,951.0	**4,083.0**	4,043.0
Retained Earnings, end of year	4,083.0	**4,043.0**	4,004.0

MATERIALS DISTRIBUTION AGENCY

AN AGENCY OF THE SPECIAL OPERATING AGENCIES FINANCIAL AUTHORITY

Pro-Forma Statement of Cash Flows

$(000s)

	Mar 31/03	**Mar 31/04**	Mar 31/05
Cash flows from operating activities			
Net Earnings	532.0	**360.0**	361.0
Amortization	220.0	**225.0**	225.0
Amortization and loss of rental equipment	-	-	-
	752.0	**585.0**	586.0
Change in receivables	49.0	**204.0**	76.0
Change in inventories	33.0	**(100.0)**	-
Change in prepaid expenses	(2.0)	**(41.0)**	29.0
Change in payables and accruals	(73.0)	**(58.0)**	(100.0)
Change in severance liability	(9.0)	**(5.0)**	5.0
Net cash provided by operating activities	750.0	**585.0**	596.0
Cash flows from investing activities			
Capital Acquisitions:			
Purchase of Capital & Other Assets	218.0	**225.0**	235.0
Net cash used in investment activities	218.0	**225.0**	235.0
Cash flows from financing activities			
Contribution to community & other gov't programs	-	-	-
Revenue sharing distribution	400.0	**400.0**	400.0
Net Cash provided by (used in) financing activities	400.0	**400.0**	400.0
Net Increase (decrease) in cash	1,368.0	**1,210.0**	1,231.0
Cash and Short term investments - uncommitted	1,787.0	**1,647.0**	2,517.0
End of year	3,155.0	**2,857.0**	3,748.0
Cash and short term investments - committed			
Beginning of year	1,917.0	**2,049.0**	2,009.0
Employee pension benefits & interest - current	132.0	(40.0)	(39.0)
End of year	2,049.0	**2,009.0**	1,970.0

MAIL MANAGEMENT AGENCY

BACKGROUND

In 1956 Postal Services was created as a branch of the Manitoba Government to provide a centralized mail services program. It was established to achieve economies of scale and to lower overall mail distribution and processing costs to government. On April 1, 1996 the branch was approved as an SOA, and operates as Mail Management Agency.

RESPONSIBILITY

The Agency is responsible for providing centralized postal management and for controlling postage costs to the Manitoba Government. It offers a full complement of products and services related to mail finishing, processing, digital printing, and distribution. This includes pickup and delivery of Canada Post and interdepartmental mail, affixing the most economical postage for mail to the public and allocating these costs to the originating program, providing technical support to clients, negotiating contracts to reduce postage, and inter-city courier, and providing service according to the franking privileges of members of the Legislative Assembly.

VISION

TO PROVIDE CENTRALIZED, ONE-STOP CORRESPONDENCE DISTRIBUTION SERVICES TO ALL LEVELS OF GOVERNMENT

MISSION

TO ENABLE ITS CLIENTS TO EXPEDITE THEIR PRODUCTS, INFORMATION, AND CORRESPONDENCE THROUGH THE MOST APPROPRIATE DISTRIBUTION ALTERNATIVE

PRINCIPLES

- To provide superior service at reasonable costs to all clients;
- To provide reliable service solutions to all clients;
- To develop lasting and satisfactory business relationship with clients;
- To promote team work and open communications;
- To encourage employee skill improvement, career planning and innovation;
- To provide a safe work environment for all employees.

CRITICAL SUCCESS FACTORS

- Provision of the lowest possible Canada Post incentive rates and mail processing costs;
- Consolidation of existing and dispersed mail operations, eliminating duplication of services;
- Development of clients and markets in the broader public sector;
- Provision of user friendly guidelines for efficient processing of government mail products and services.

SPECIAL OPERATING AGENCY STATUS

2003/2004 is the eighth year for Mail Management to operate as an SOA. As an SOA, Mail Management more closely resembles a private sector business operation with emphasis on customer service and bottom line performance. This operating structure has helped the Agency improve its services to clients while reducing the provincial government's overall distribution costs. The Agency rate structure for its products and services is developed on a fully loaded, full cost recovery basis.

2003/2004 KEY OBJECTIVES

Marketing:

- Develop a more structured approach to customer relationship management;
- Consolidate other Manitoba Government mail operations into one corporate process, eliminating duplication of services resulting in cost savings to government;
- Enhance report distribution methods allowing dissemination of information to additional managers;
- Development of interactive presence on the internet;
- Promote digital printing to key clients.

Operations:

- Detailed review of future capital asset requirements;
- Increased use of Electronic Forms Management (EFM) printer services;
- Review and update existing operational standards.

Human Resources:

- Improving the performance appraisal and review process;
- Provide training to assist employees with continual change.

Finances:

- Achieve positive financial results as outlined in the pro-forma financial statements.

MAIL MANAGEMENT AGENCY

AN AGENCY OF THE SPECIAL OPERATING AGENCIES FINANCIAL AUTHORITY

Pro-Forma Balance Sheet

$(000s)

	Mar 31/03	**Mar 31/04**	Mar 31/05
Assets			
Cash and short term investments	-	-	15.0
Current			
Accounts receivable	655.0	**671.0**	656.0
Accounts receivable - Province of Manitoba	124.0	**124.0**	124.0
Prepaid Expenses	130.0	**125.0**	130.0
	909.0	**920.0**	910.0
Capital Assets	137.0	**138.0**	110.0
Other Assets	12.0	-	-
Pension Trust	-	-	-
Total Assets	1,058.0	**1,058.0**	1,035.0
Liabilities			
Current			
Working Capital payable	325.0	**255.0**	-
Accounts payables and accrued liabilities	274.0	**254.0**	286.0
Current portion of LTD	6.0	**6.0**	6.0
	605.0	**515.0**	292.0
Long Term Debt	15.0	**9.0**	3.0
Severance liability	86.0	**95.0**	106.0
	706.0	**619.0**	401.0
Equity			
Contributed Equity	51.0	**51.0**	51.0
Retained Earnings	301.0	**388.0**	583.0
	352.0	**439.0**	634.0
Total Liabilities & Equity	1,058.0	**1,058.0**	1,035.0

MAIL MANAGEMENT AGENCY

AN AGENCY OF THE SPECIAL OPERATING AGENCIES FINANCIAL AUTHORITY

Pro-Forma Statement of Earnings and Retained Earnings

$(000s)

	Mar 31/03	Mar 31/04	Mar 31/05
Revenue			
Processing	5,356.0	**5,546.0**	5,758.0
Finishing	357.0	**366.0**	392.0
Inter-department mail	431.0	**513.0**	539.0
Printing	67.0	**75.0**	77.0
Contract administration	41.0	**42.0**	43.0
Total Revenue	6,252.0	**6,542.0**	6,809.0
Expenses			
Amortization	62.0	**60.0**	45.0
Communication	10.0	**10.0**	10.0
Courier	147.0	**162.0**	167.0
Employee benefits	152.0	**154.0**	148.0
Equipment leases	66.0	**59.0**	59.0
Equipment maintenance	60.0	**68.0**	70.0
Interest	17.0	**18.0**	16.0
Miscellaneous operating	27.0	**29.0**	29.0
Network	25.0	**25.0**	26.0
Occupancy	115.0	**116.0**	117.0
Office	25.0	**27.0**	31.0
Postage	4,727.0	**4,867.0**	5,065.0
Professional fees	4.0	**4.0**	4.0
Salaries	792.0	**844.0**	814.0
Subcontract	12.0	**12.0**	13.0
Total Expenses	6,241.0	**6,455.0**	6,614.0
Net Earnings	11.0	**87.0**	195.0
Retained Earnings, beginning of year	290.0	**301.0**	388.0
Retained Earnings, end of year	301.0	**388.0**	583.0

MAIL MANAGEMENT AGENCY

AN AGENCY OF THE SPECIAL OPERATING AGENCIES FINANCIAL AUTHORITY

Pro-Forma Statement of Cash Flows

$(000s)

	Mar 31/03	**Mar 31/04**	Mar 31/05
Operating Activities			
Net Earnings	11.0	**87.0**	195.0
Add: Non-cash charges			
Amortization	45.0	**43.0**	28.0
	56.0	**130.0**	223.0
(Increase) decrease in non-cash working capital			
Accounts receivable	(38.0)	**(16.0)**	15.0
Prepaid expenses	9.0	**5.0**	(5.0)
Due from Province	1.0	**-**	-
Accounts payable and accrued liabilities	(66.0)	**(20.0)**	32.0
Severance liability	2.0	**9.0**	11.0
	(92.0)	**(22.0)**	53.0
Net cash provided by (used in) operating activities	(36.0)	**108.0**	276.0
Financing Activities			
Decrease in long-term debt			
Investing Activities			
Additions to capital assets	(13.0)	**(32.0)**	-
Increase in long-term investments	(6.0)	**(6.0)**	(6.0)
	(19.0)	**(38.0)**	(6.0)
Increase (decrease) in cash	(55.0)	70.0	270.0
Bank Indebtedness, beginning of year	(270.0)	**(325.0)**	(255.0)
Bank indebtedness, end of year	(325.0)	**(255.0)**	15.0
Represented by:			
Working capital payable	325.0	**255.0**	15.0

PART 6

SECURITY INITIATIVES

AND

EMERGENCY EXPENDITURES

SUB-APPROPRIATION 26-4

SECURITY INITIATIVES

OBJECTIVES:

To provide a funding source for expenditures related to security-related capital expenditures.

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	**$(000's)**	FTE	$(000's)
Security Initiatives		**500.0**		1,000.0
TOTAL SUB-APPROPRIATION		**500.0**		1,000.0

SUB-APPROPRIATION 27-1

EMERGENCY EXPENDITURES

OBJECTIVES:

To provide a funding source for expenditures related to disasters such as forest fires, flooding and environmental emergencies.

ACTIVITY IDENTIFICATION:

Provides for expenditures related to forest fires, flooding and other natural disasters, including departmental flood, forest fire and environmental emergency response costs and disaster assistance and other emergency related items. It also provides for partial reimbursement to government departments for property losses not covered by insurance.

The annual estimate of expenditure is derived from historical averages. Actual expenditures vary from year to year depending on weather and the frequency of disasters.

SUB-APPROPRIATION 27-1

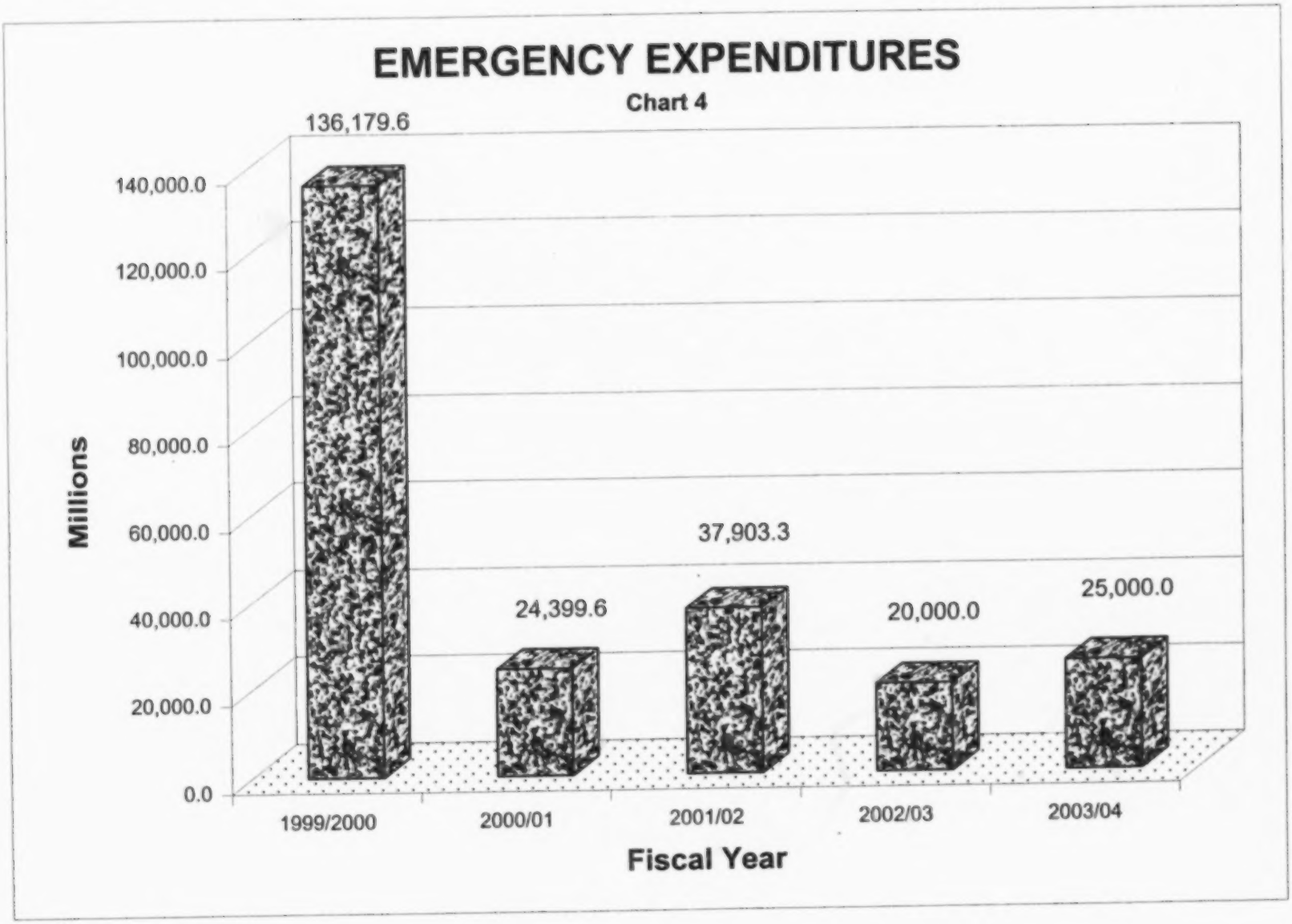
EMERGENCY EXPENDITURES

	Estimates of Expenditure 2003/04		Estimates of Expenditure 2002/03	
	FTE	$(000's)	FTE	$(000's)
Emergency Expenditures		**25,000.0**		20,000.0
TOTAL SUB-APPROPRIATION		**25,000.0**		20,000.0

SCHEDULE 8

VOTE 27-1 EMERGENCY EXPENDITURES
FIVE YEAR EXPENDITURE SUMMARY

	ACTUAL EXPENDITURES			ADJUSTED ESTIMATE OF EXPENDITURE	PRINTED ESTIMATE OF EXPENDITURE
	1999/2000	2000/01	2001/02	2002/03	2003/04
Unallocated				20,000.0	25,000.0
Flooding	106,410.9	4,367.9	16,419.7		
Forest Fires	26,171.1	18,530.7	19,847.2		
Tree Conservation	908.8	1,173.8	1,112.6		
Environmental Response	1,223.9	310.0	502.3		
Miscellaneous	1,464.9	17.2	21.5		
TOTAL	**136,179.6**	**24,399.6**	**37,903.3**	**20,000.0**	**25,000.0**


EMERGENCY EXPENDITURES
Chart 4
136,179.6
140,000.0
120,000.0
100,000.0
80,000.0
60,000.0
40,000.0
20,000.0
0.0
Millions
24,399.6
37,903.3
20,000.0
25,000.0
1999/2000
2000/01
2001/02
2002/03
2003/04
Fiscal Year

PART 7

GLOSSARY

GLOSSARY

Cost Element

A cost element is a classification of expenditures according to the nature of expense such as salaries, supplies and services, etc., which identifies the object of expenditure out of appropriation funds. The government accounting system tracks expenditures according to the following cost element groups:

Cost Element Group	***Components***
Salaries	Regular Earnings, Other Earnings, (overtime, shift premium), Ministers and Members of the Legislative Assembly, Fringe Benefits, Other (Worker's Compensation Allowance, Supplement), Health and Education Tax Levy, Benefit Chargeback.
Grants and Transfer Payments	Discretionary Grant, Nondiscretionary Grant, Transfer Payment, Valuation Allowance, Capital Grant.
Transportation	Vehicles, Aircraft, Other (taxi, bus, freight, rail), Travel Agency Fees, Freight/Courier.
Communication	Telephone, Electronic Communication Services, Postal Services, Advertising/Program Promotion, Radio Systems, Other.
Supplies and Services	Operating Supplies, Materials, Office Supplies, Maintenance, Other Services, Rentals, Professional Services, Utilities, Other Fees.
Public Debt	Credit/Debit Card Fees, Gain/Loss on Foreign Exchange, Interest on Debt, Discount on Debt, Amortization – Debt, Interest Charges, Other Charges.
Minor Capital	Land, Buildings, Vehicles, Machinery & Equipment, Computers, Furniture, Leasehold Improvements, Loss on Sale of an Asset, Amortization Expense.
Other Operating	Accommodations, Food and Beverage, Computer Related Charges, Insurance Costs, Publications, Allowances and Other Financial Compensation, Other Personnel Costs (relocation/transfer costs), Other Operating (membership fees, hospitality, employee training, uniforms, conference/convention registration fees, incidental allowances), Imputed Surcharges.
Financial Assistance and Related Costs	Clothing for Citizens, Fees and Services, Assistance Payments (food, shelter, allowances, utilities), Transportation Health, Special Needs.

Employee Benefits

Costs incurred by government for its contributions to the Employment Insurance Program, the Canada Pension Plan, the Group Life Insurance Plan and the Ambulance, Hospital Semi-Private Plan, as well as the payments under the Dental Plan, the Long-Term Disability Plan and the Levy for Health & Post Secondary Education.

Estimates of Expenditure (Adjusted)

A re-alignment of the previous year's estimates of expenditure for any organizational change to provide for more accurate and realistic comparisons from one budget year to the next.

Full Time Equivalent

A measurement for number of positions. Every full-time regular position represents one full-time equivalent position. Other categories (e.g., term, departmental, seasonal, contract) are measured in proportional equivalents, e.g., a program with a vote of 1.50 term FTE could hire staff in any combination that results in a total of 1 1/2 years (or 78 weeks) of employment (e.g., 6 staff for 3 months (13 weeks) each; 2 staff for 9 months (39 weeks) each; 1 full-time and 1 half-time staff for 1 year; 3 half-time staff for 1 year, etc.).

Staff Categories

Managerial

Positions which have been delegated the authority and have the responsibility to plan, administer, and control the resources and activities of a defined organizational unit in the Manitoba Government, and are directly and fully accountable for:

- the utilization of resources in achieving planned objectives including the development of a budget and the initiation and authorization of expenditures; and,
- the organization's results and impacts.

Professional/Technical

Employees who have duties that relate to specific areas of program operations requiring some functional specialization.

Included in this category are employees classified within the following components and/or series:

Education
Health
Legal, Inspection and Regulatory
Physical Sciences
Social Sciences
Trades, Operations and Services
Personnel Officer Series
Administration (with the exception of the Administrative Officer Series)
Engineers (O.P.E.E.P.M.)
Legal Aid Lawyers (L.A.L.A.)
Crown Attorneys (M.A.C.A.)
Doctors (M.M.A.)
L.A.M.C. Staff
Professional Officer Series

NOTE: Those employees designated as managers and also classified within one of the above components or the excluded component shall be categorized only once, as managerial.

Administrative Support

Employees who have duties related to the provision of support and assistance to program operations.

Included in this category are employees classified within the Clerical Component or the Administrative Officer Series.

Staff Turnover Allowance

An adjustment made to a salaries account to allow for attrition and staff turnover. It is a negative adjustment to enable the organization to more accurately display salary requirements.